

AIR FORCE PAMPHLET 38-102
1 OCTOBER 1996

Organization and Mission - Departmental

***HEADQUARTERS UNITED STATES
AIR FORCE ORGANIZATION AND FUNCTIONS
(CHARTBOOK)***



DEPARTMENT OF THE AIR FORCE



Organization and Mission - Departmental

**HEADQUARTERS UNITED STATES AIR FORCE
ORGANIZATION AND FUNCTIONS
(CHARTBOOK)**

This pamphlet documents the basic organization and functions of the Secretary of the Air Force, the Air Staff, and the HQ USAF Support Elements.

Throughout this pamphlet, responsibility is assigned to certain offices who have primary responsibility and others who have collateral responsibility for a given function. The office of primary responsibility (OPR) is responsible for tasks that are a part of the mission (or its assigned function), no matter how many other offices are involved. That OPR represents the total Air Staff on the matter. An office of collateral responsibility (OCR) assists the OPR in carrying out its assigned function.

Two more terms are important for the reader to understand. They are focal point (FP) and point of contact (POC). There is only one FP on the Air Staff per program. This is usually a top level office designated by the Chief of Staff to monitor the status of a given program. It is a single element, usually within a deputate (directorates or equivalent) designated to coordinate action on that program within that organizational element. Point of contact is a person who is the primary source of knowledge on a particular subject for his or her Air Staff element. This person is usually the action officer on a specific program for his or her Air Staff element. There are numerous points of contact on the Air Staff per program. They usually are the "right-people-to-know" in coordinating matters of Air Staff interest.

Promptly submit changes to this pamphlet to HQ 11 WG/XPMA.

★SUMMARY OF REVISIONS

This revision changes publication AFPAM 38-102, 1 July 1996. It documents organization changes affecting the Secretary of the Air Force, the Air Staff, and the HQ USAF Direct Support Elements. Changes include updates to organization structures and roles and responsibilities. It updates the index and the glossary of terms. A ★ indicates revisions from the previous edition.

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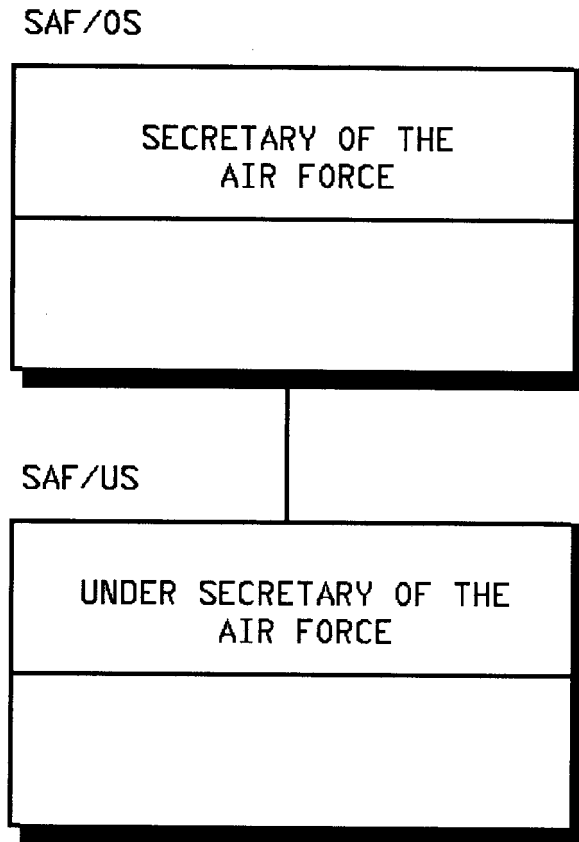
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PART I
SECRETARIAT

Chapter 1

**SECRETARY OF THE AIR FORCE AND
UNDER SECRETARY OF THE AIR FORCE
(SAF/OS AND SAF/US)**

Figure 1.1. Organization Chart for the Secretary of the Air Force.



1.1. The Secretary of the Air Force (SAF/OS).

1.1.1. The Secretary of the Air Force (SECAF), under Title 10, United States Code, Chapter 801, Section 8013, is responsible for and has the authority necessary to conduct all affairs of the Department of the Air Force to include supervision of space programs. Subject to the Secretary's direction and control, the Under Secretary and the Assistant Secretaries are authorized to act for and with the authority of the SECAF on any matters within the areas assigned. This authority extends not only to actions within the Department of the Air Force, but also to relationships and transactions with the Congress and other government and non-government organizations and persons.

1.1.2. Officers and officials of the Air Force will report to the Under Secretary and the Assistant Secretaries regarding matters within their cognizance.

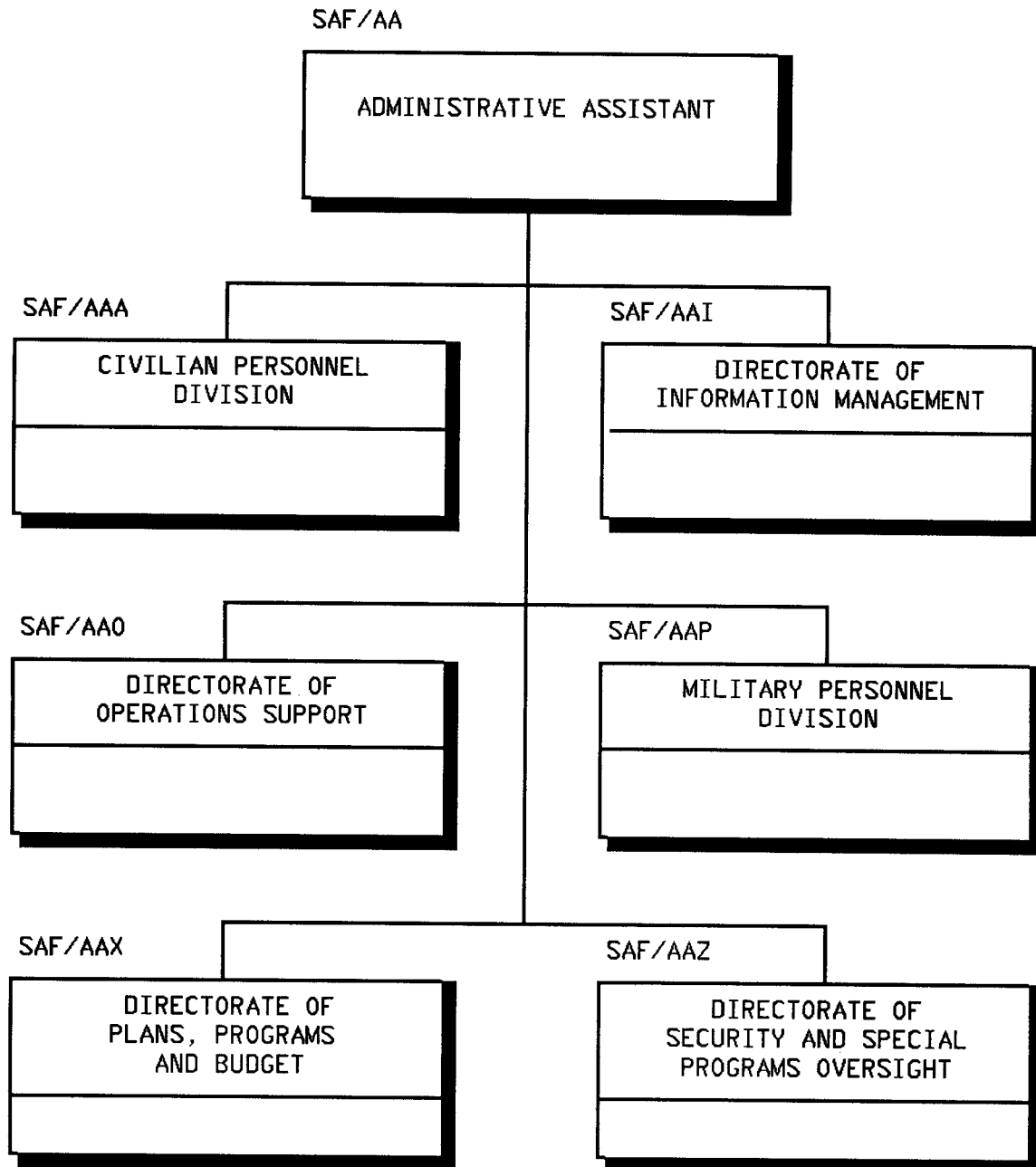
1.1.3. Under Title 10, United States Code, Chapter 801, Section 8017, if the Secretary is absent, the Under Secretary will perform the duties of the Secretary; if the Secretary and Under Secretary are absent, the Assistant Secretaries in order of their length of service will perform the duties of the Secretary.

1.2. The Under Secretary of the Air Force (SAF/US). As the principal assistant to the SECAF, the Under Secretary acts with full authority of the Secretary on all affairs of the Department.

Chapter 2

ADMINISTRATIVE ASSISTANT
(SAF/AA)

Figure 2.1. Organization Chart for the Administrative Assistant.

**2.1. The Administrative Assistant (SAF/AA including SAF/AAA and SAF/AAP).** The Administrative Assistant:

2.1.1. Manages and administers the Office of the Secretary of the Air Force (OSAF). These responsibilities include providing advisory services on Departmental management and administrative matters; assuring administrative continuity in the Office of the Secretary during changes of top officials; performing various functions and special projects involving

matters in the Department as directed by the Secretary; and conducting studies, inquiries and surveys in response to the needs of the Secretary and his principal assistants.

2.1.2. Is responsible for the Air Force Information Management function, including the policy that governs planning, programming, budgeting, training, evaluating, directing, promoting, and managing of information in any form (written or electronic) throughout its life cycle (creation, collection, reproduction, distribution, retention and disposition) used to conduct the general business of the Air Force in an efficient way. The information management function specifically excludes information related to intelligence and command and control systems as well as the acquisition management of automatic data processing and telecommunications equipment.

2.1.3. Is responsible for Information Management mobilization policy.

2.1.4. As the Senior Security Official for the Air Force, provides oversight and broad direction and guidance over all matters pertaining to the formulation, review, and execution of plans, policies and programs relative to information, personnel and industrial security and security investigative programs.

2.1.5. Serves as the Secretariat focal point (FP) for anti-terrorism policy guidance and oversight.

2.1.6. Is responsible for the development and effective uniform execution of policy concerning the security of Special Access Programs (SAPs); develops minimal standards for SAPs within the Air Force; evaluates effectiveness of SAP security programs through annual inspections as directed by the Secretary of Defense; provides advisory assistance to SAP managers in developing security plans prior to program approval by the Secretary of the Air Force (SECAF); and acts as the single FP for coordination of external oversight activities by the Department of Defense (DoD), the General Accounting Office (GAO), Congress and other agencies as required by direction of the Secretary or Under Secretary.

2.1.7. Administers the contingency funds of the SECAF.

2.1.8. Controls the SECAF Order System.

2.1.9. Provides a FP for consolidating and dispensing Air Force responses or inputs on certain reports for the White House, Secretary of Defense, and other Federal agencies.

2.1.10. Provides custody and control over use of the Air Force Seal and other authentication devices.

2.1.11. Adjudicates miscellaneous claims against the Air Force including those under the Military Claims Act and announces the decision for the SECAF.

2.1.12. Serves as the final appeal authority on the adjudication of security clearances for Air Force personnel.

2.1.13. Provides security services for the Office of the Secretary including advisory services on Departmental security matters.

2.1.14. As the representative of the Secretary, serves on various boards and committees, such as the Air Force Council, the HQ USAF Financial Oversight Working Group (FOWG), the Pentagon Renovation Executive Committee, and the Office of the Secretary of Defense (OSD) Space Committee.

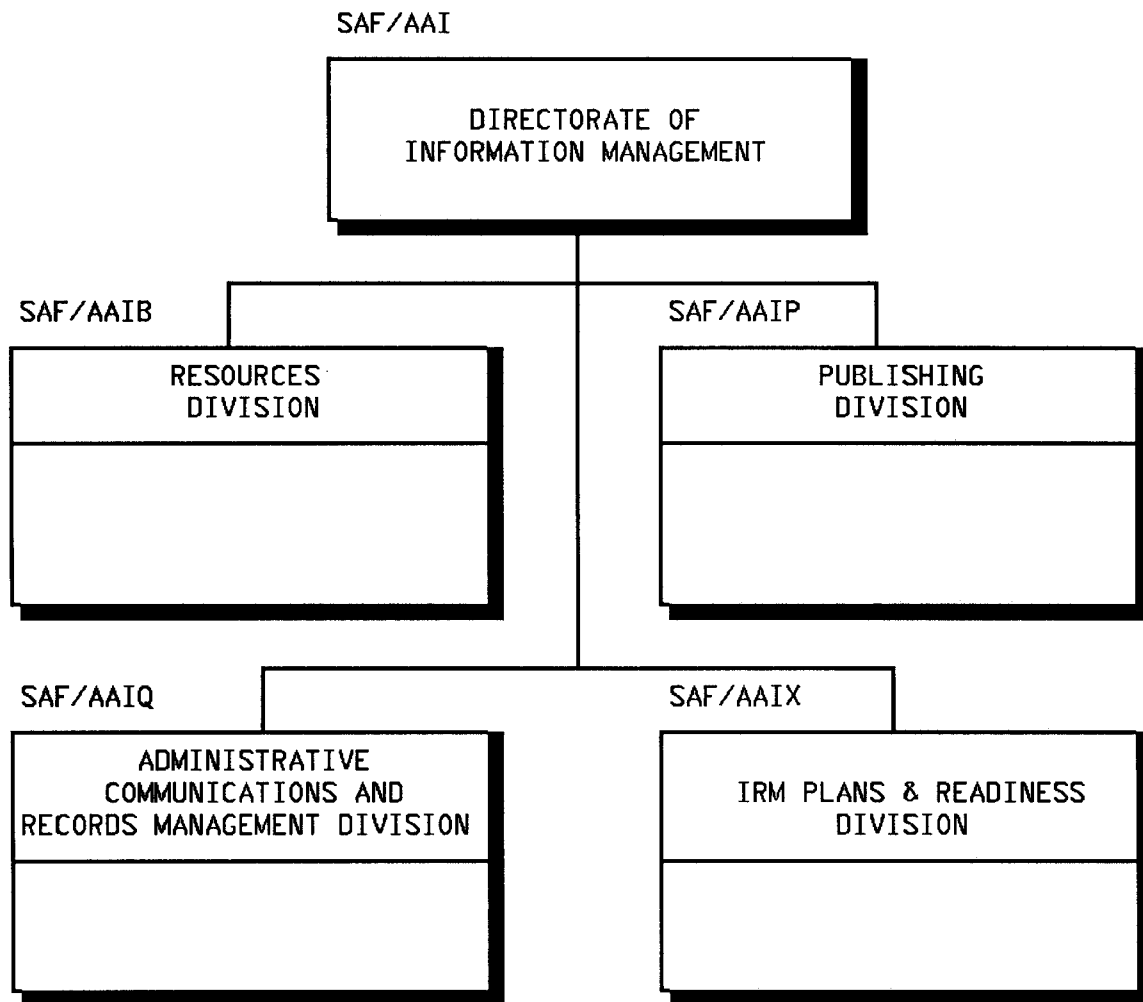
2.1.15. Approves medical designations for the Secretary.

2.1.16. Provides administrative and management services for the Office of the Secretary involving: organization, manpower, military and civilian personnel to include Senior Executive Service matters within OSAF, orderly room functions, leave accounting, employment of experts and consultants, parking control, building passes, and other administrative support services.

2.1.17. Serves as the FP regarding the assignment of Air Force personnel outside DoD.

2.1.18. Recommends and maintains appropriate official gifts and mementos for use by the Secretary and Under Secretary, and the Assistant Secretaries, when they are acting on behalf of the Secretary.

- 2.1.19. Reviews and approves requests from individuals assigned or employed by a Secretariat office to retain, for Air Force use, gifts of more than minimal value from foreign governments. Also provides guidance to Headquarters Air Force Military Personnel Center (HQ AFMPC) when questions arise concerning such gifts.
- 2.1.20. Develops and maintains the continuity of operations plan for the Office of the Secretary.
- 2.1.21. Manages the Air Force Executive Dining Room functions and facilities.
- 2.1.22. Holds responsibility for providing communications-computer support systems support to the Secretariat.
- 2.1.23. Is responsible for assisting the Secretariat in obtaining supplies, services, telecommunications, and construction support.
- 2.1.24. Represents the Secretariat in working with OSD and other Government agencies on administrative programs.
- 2.1.25. Serves as FP for the Air Force committee management program including approval and processing of appointments of committee members.
- 2.1.26. Establishes policy, budgets, and directs the Air Force official mail program.
- 2.1.27. Is responsible for the planning, programming, and budgeting requirements for the Secretariat. Acts as the principal advisor to the Secretary in the resource allocation process. Serves as Secretariat FP on all HQ USAF Program Action Directives (PADs).

Figure 2.2. Organization Chart for the Directorate of Information Management.

2.2. Directorate of Information Management (SAF/AAI). The Directorate of Information Management:

2.2.1. Develops and implements policy to enable all Air Force functional communities to manage information in any media throughout its life cycle (creation, dissemination, retention, and destruction) in support of the Air Force mission. It specifically excludes automated data processing equipment resources and services that are an integral part of a weapon system, test support for a weapon system, or basic DoD research and development activities.

2.2.2. Serves as the functional manager for Information Management (IM) and is concerned with the people, money, materiel, facilities, technology, and services required to provide IM support of the Air Force mission.

2.2.3. Develops policy and provides services for traditional areas of publishing and printing activities; forms management; statistical and records management actions; mail and correspondence; and the privacy of records and freedom of information considerations. Also, performs functional process improvement for these areas with inputs from users within functional communities that require these services.

2.2.4. Provides detailed advice about the storage and retrieval of documents for both automated and manual systems and develops standards required for records within all automated information systems.

2.2.5. Provides necessary tools and assistance to functional managers so they can effectively identify and manage information needs. These tools include such things as automated models, data repositories, and locator systems.

2.2.6. Issues policy and procedural guidance to assist functional communities in identifying and documenting their information needs (information architecture) for each function, process, and location.

2.2.7. Provides IM policy guidance to all levels of command so they can:

2.2.7.1. Support their unit's wartime and day-to-day missions by providing IM systems, services, and resources. Establish policy concerning the resources, programs, procedures and management of information within systems, whether automated or not, necessary for the life cycle of information the Air Force uses. This information takes the form of paper, microform, or electronic media, and includes correspondence, messages, electronic mail, reports, forms, directives, instructions, plans, budgets, orders, maps, charts, photographs, etc.

2.2.7.2. Develop, review, and modify IM concepts and systems using new and emerging methods and technologies. Systematically examine manual, automated, and electronic systems for possible improvements, and the application of new techniques, equipment, and interface with other systems.

2.2.7.3. Minimize the information holdings and paperwork burden on both Air Force activities and the general public.

2.2.7.4. Ensure timely processing and dissemination of Air Force policies and procedures in standard publications and correspondence.

2.2.7.5. Provide a user's perspective to ensure that a multidisciplinary approach is taken and total office information and administrative support requirements are considered in development of new administrative systems.

2.2.7.6. Ensure professional training opportunities for military and civilian personnel, including IM support training programs that government, industry, and professional associations conduct.

2.3. Directorate of Operations Support (SAF/AAO). The Directorate of Operations Support:

2.3.1. Is responsible for managing various support functions for the Air Force Secretariat including electronic information systems/computer support; supply, facility, and telecommunications support; and the Executive Dining Room directly supporting the SECAF and Chief of Staff of the Air Force (CSAF). The Operations Support Director also acts for the Administrative Assistant in his/her absence as the Principal Director within SAF/AA.

2.3.2. Provides communications-computer systems (C-CS) support to the Secretariat to include review of unit requirements; technical planning/feasibility studies/architectural design; procurement policy/contract management; C-CS budgeting; and integration of C-CS hardware/software. In addition, the Directorate is responsible for providing training programs; administration of systems and networks; and providing inventory management and control.

2.3.3. Assists the Secretariat in obtaining both expendable and non-expendable supplies within the context of existing arrangements with each two-letter office within the Secretariat; provides liaison for facility service support including minor construction projects, renovation issues, repairs, and maintenance; provides telecommunications support; maintains the Secretary's Gift Locker; and provides various executive service support requirements designated by the SAF/AA.

2.3.4. Provides executive food and service support to the SECAF and CSAF for special functions for foreign dignitaries, official visitors, and other guests as necessary in the execution of the responsibilities of their respective offices.

2.4. Directorate of Plans, Programs, and Budget (SAF/AAX). The Directorate of Plans, Programs, and Budget:

2.4.1. Plans, programs and budgets requirements for the Secretariat to include development and defense of program objective memorandum (POM) and budget submissions.

2.4.2. Prepares financial plans.

2.4.3. Works various planning, programming, and budgeting system (PPBS) activities.

2.4.4. Acts as principal advocate for the Secretariat in the resource allocation process.

2.4.5. Represents the Secretariat on the HQ USAF FOWG and the HQ USAF Floorspace Executive Oversight Board for the National Capital Region.

2.4.6. Serves as FP for all HQ USAF PADs involving Secretariat support.

2.4.7. Acts as FP for all matters relating to the Pentagon renovation as it relates to HQ USAF and supported Field Operating Agencies (FOAs) and Direct Reporting Units (DRUs).

2.4.8. Prepares and maintains transition books for Presidentially-appointed Secretariat officials.

2.5. Directorate of Security and Special Programs Oversight (SAF/AAZ). The Directorate of Security and Special Programs Oversight:

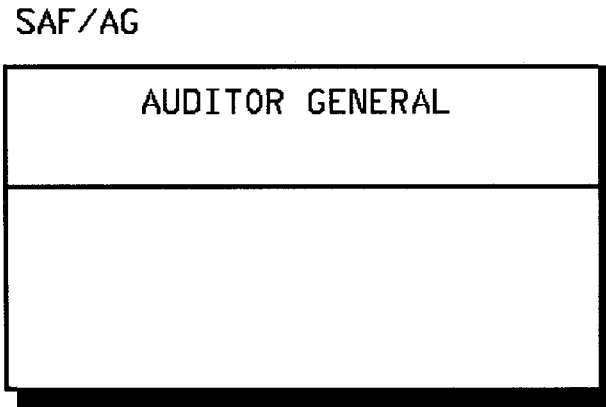
2.5.1. Serves as the principal advisor to the Air Force Senior Security Official (SAF/AA) on all matters involving security and investigative programs, special access programs, and sensitive activities. Advises the SECAF and Vice Chief of Staff of the Air Force on these issues.

2.5.2. Coordinates all Congressional, Inspector General, GAO, and other external oversight of USAF security programs.

2.5.3. Is responsible for preparing the annual report to Congress of all special access programs and prepares the Air Force sensitive activities report for presentation to the Secretary of Defense.

2.5.4. Conducts specialized inquiries and sensitive reviews for Air Force senior leadership.

2.5.5. Provides Air Force representation to the Security Policy Board staff.

Chapter 3**AUDITOR GENERAL
(SAF/AG)****Figure 3.1. Organization Chart for the Auditor General.**

3.1. The Auditor General (SAF/AG). The Auditor General is responsible to and acts for the Secretary of the Air Force (SECAF) in performing the Air Force internal audit mission and directing an Air Force-wide internal audit organization. The Auditor General:

3.1.1 Is the head of the Air Force Audit Agency (AFAA).

3.1.2. Establishes the overall program for internal audits within the Air Force in accordance with existing statutes, Comptroller General audit standards, and Department of Defense policies. The internal audit program comprises independent, objective, and constructive reviews and appraisals of the economy, effectiveness, and efficiency with which managerial responsibilities are carried out at all levels of Air Force management.

3.1.3. Advises the SECAF, Under Secretary, Assistant Secretaries, Chief of Staff and Deputy Chiefs of Staff, United States Air Force (USAF), about internal audit and related matters.

3.1.4. Selectively follows up on management actions taken in response to AFAA reports.

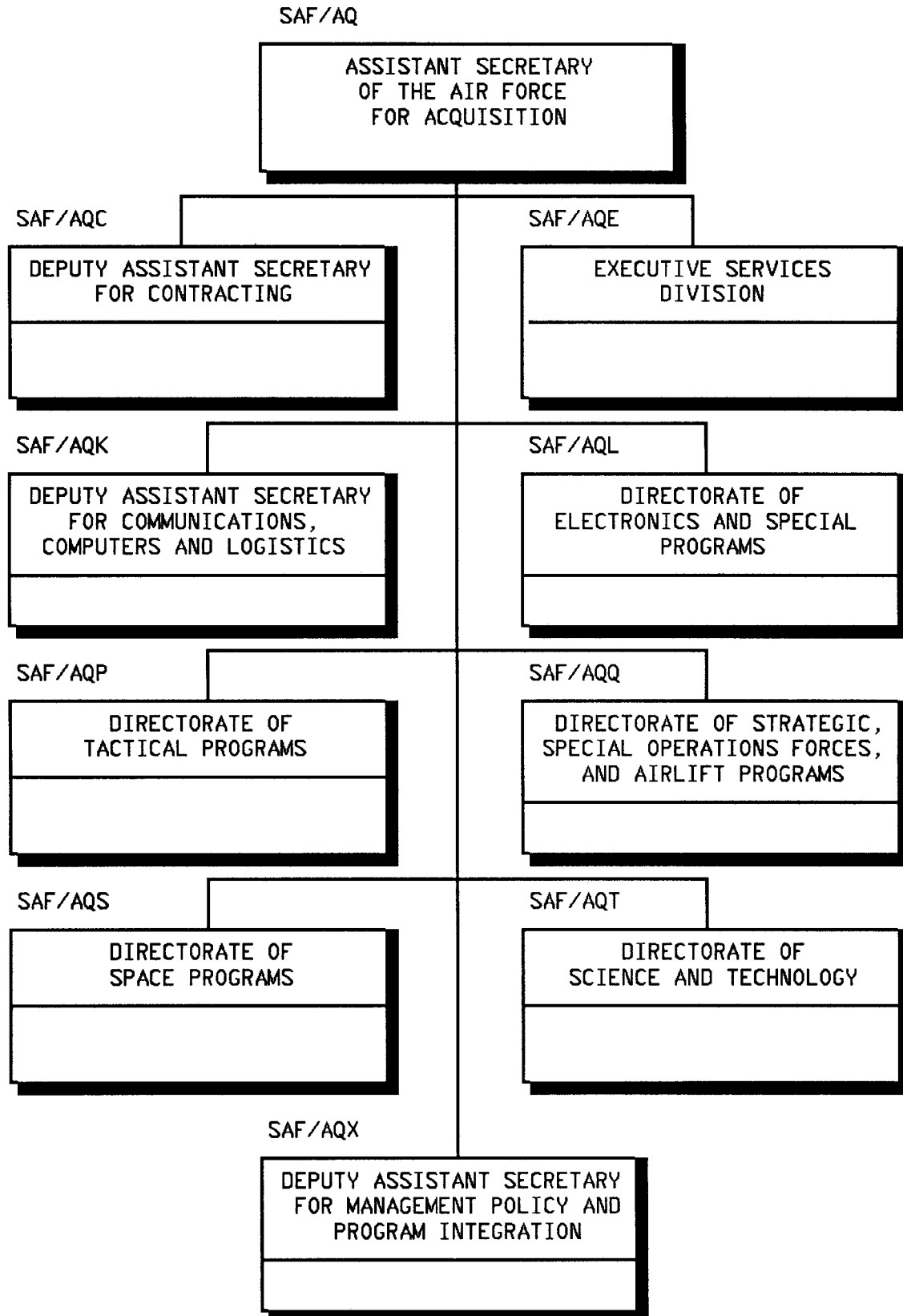
3.1.5. Maintains liaison with the General Accounting Office (GAO) and other government audit and inspection agencies concerning audit objectives and plans.

3.1.6. Is authorized direct channels of communications on audit matters with the SECAF, Chief of Staff, and all other Air Force elements.

3.1.7. Is authorized direct channels of communications with Air Staff elements to secure in-house operating support for the AFAA, including financial, logistical, and personnel.

Chapter 4
ASSISTANT SECRETARY OF THE AIR FORCE FOR ACQUISITION (SAF/AQ)

Figure 4.1. Organization Chart for the Assistant Secretary of the Air Force for Acquisition.



4.1. The Assistant Secretary for Acquisition (SAF/AQ). The Assistant Secretary for Acquisition has as his principal duty the overall supervision of the Air Force Acquisition system. The Assistant Secretary serves as the Air Force Acquisition and Procurement Executive. The Office of the Assistant Secretary ensures the Secretary of the Air Force (SECAF) and the Air Force Chief of Staff (CSAF) receive the support required on acquisition matters. General responsibilities include direction, guidance, and supervision over all matters pertaining to the formulation, review, approval and execution of plans, policies, and programs relative to:

4.1.1. Scientific and technology matters. Establishes, maintains, and fosters scientific and technical interchange and working relationships within and among private, quasi-government, U.S. and international organizations, and foreign governments in furthering programs of U.S. and Air Force development interests.

4.1.2. Basic and applied research, exploratory and advanced technology development, including the Air Force portion of the Strategic Defense Initiative.

4.1.3. Integration of technology program planning with long range Air Force operational requirements.

4.1.4. Research, development, production, and acquisition of weapons, weapon systems, and defense material. Develops programs to meet defined operation capabilities for aerospace systems and subsystems necessary to perform military tasks.

4.1.5. Technical management of systems engineering and integration.

4.1.6. Management of industrial facilities, test facilities and ranges, and laboratories.

4.1.7. Manufacturing technology program.

4.1.8. Industrial resources and preparedness.

4.1.9. Contracting and manufacturing, including Final Acquisition Action Approvals, pricing, contract management, and termination of contracts.

4.1.10. Contractors Equal Employment Opportunity Programs.

4.1.11. Contract appeals, contractor responsibility, and integrity matters.

4.1.12. Contract Adjustment Board matters.

4.1.13. International programs and cooperative efforts in research, development, and production. Supports US participation in international research and development (R&D) headquarters and agencies. Develops plans and policies and initiates and implements actions related to cooperative requirements, research, development, and acquisition (RD&A) activities with foreign countries. Supports Air Staff Office of Primary Responsibility (OPR), AF/XO, in weapons standardization and interoperability through cooperative R&D with the North Atlantic Treaty Organization (NATO) nations.

4.1.14. Establishing policy, providing guidance, and coordinating, defending, and approving RD&A activities in nuclear energy.

4.1.15. Space, space programs and space activities, and the interrelations between the Air Force and other Government agencies and departments with space interests.

4.1.16. Air Force Competition Advocate Program, including justification and approval documents, competition goals and plans to increase competition and eliminate barriers, and the annual report to Congress.

4.1.17. Command, control, communications, and computer systems, to include delegated source selection authority for Information Systems resources, as defined in Public Law 97-86, *DoD Authorization*, 1 December 1981.

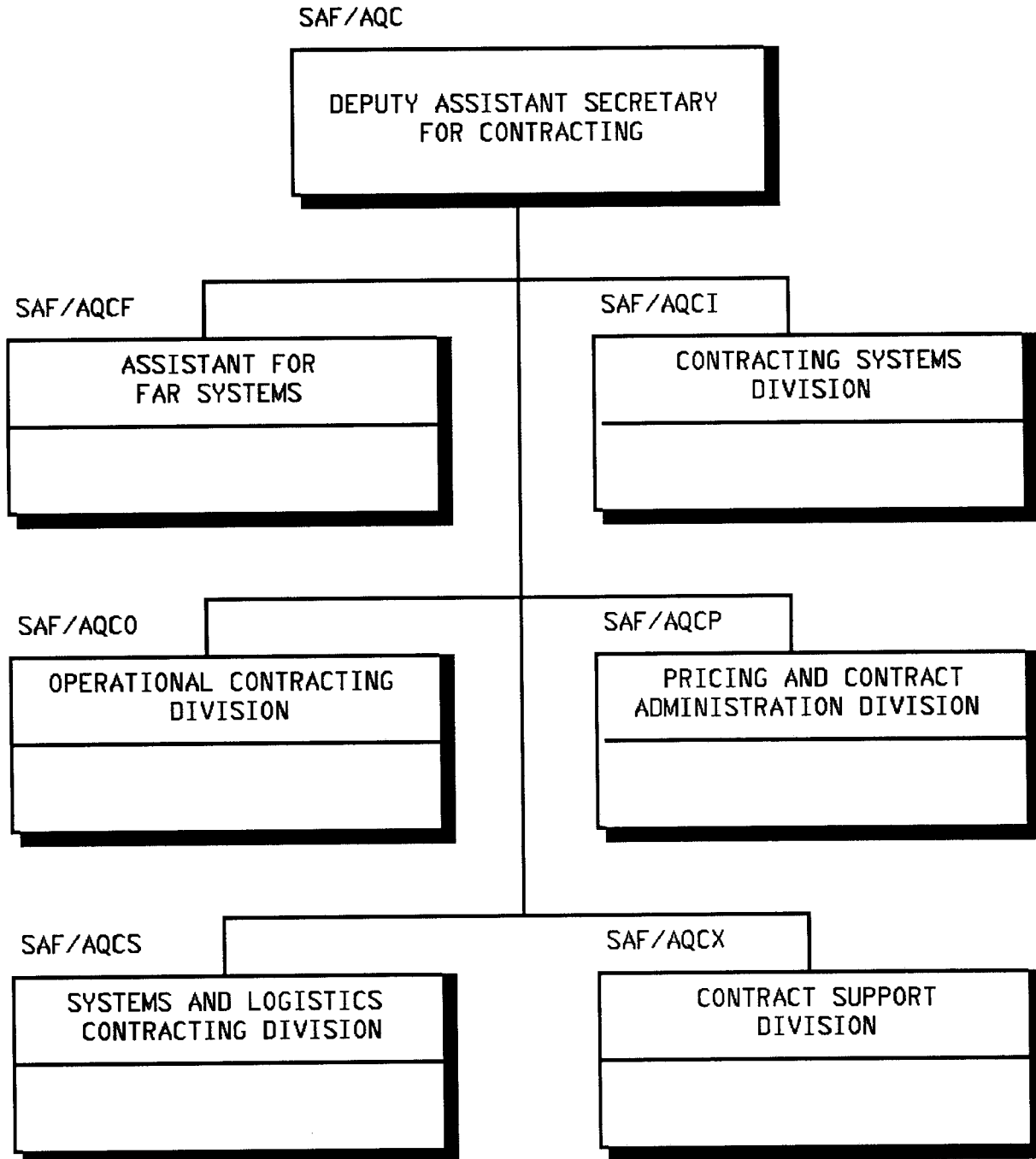
4.1.18. Air Force Information Resource Management Program in accordance with Public Law 96-511, *Paperwork Reduction*, 11 December 1980, and DoD Directive 7740.1, *DoD Information Resources Management Program*. Works in concert with the Administrative Assistant to the SECAF who is responsible for the functions associated with the collection, creation, use, and dissemination of information.

4.1.19. Automated Information System Acquisition Review Council (AISARC) and its activities.

4.1.20. Management of the funds allocated for acquisition programs within the Research, Development, Test, and Evaluation (RDT&E) Appropriation and those portions of the Aircraft, Missile, and other Procurement Appropriations falling under the purview of this office.

4.1.21. Acquisition logistics including the design, development, and delivery of supportable and sustainable weapon systems and equipment.

Figure 4.2. Organization Chart for the Deputy Assistant Secretary for Contracting.



4.2. Deputy Assistant Secretary of the Air Force for Contracting (SAF/AQC). The Deputy Assistant Secretary (DAS) of the Air Force for Contracting:

- 4.2.1. Plans, directs, develops, and implements Air Force contracting policies and procedures.
- 4.2.2. Performs surveillance of major command contracting field activities.
- 4.2.3. Acts as senior contracting advisor to the Assistant Secretary of the Air Force (Acquisition) who serves as the Air Force Service Acquisition Executive.
- 4.2.4. Provides functional management for over 11,400 contracting and manufacturing personnel Air Force-wide.

4.2.5. Serves as the Competition Advocate General. The Competition Advocate General is responsible to the Assistant Secretary of the Air Force (Acquisition) for issuing Air Force-wide policies to challenge barriers to and promote full and open competition in the procurement of property and services for the Air Force.

4.2.5.1. The Competition Advocate General is the principal advisor to the Air Force Procurement Executive, the Assistant Secretary of the Air Force (Acquisition), on all matters of Air Force competition policy and is responsible for recommending final approval of the Procurement Executive for each specific request for noncompetitive contract action based on its technical merits as provided by Public Law 98-369, *Deficit Reduction Act of 1984*, 18 July 1994.

4.2.5.2. The Competition Advocate General is dual-hatted as the Director for Air Force Contracted Advisory and Assistance Services (CAAS) and as such directs and is accountable for Department of the Air Force CAAS programs. The Director of CAAS establishes and manages CAAS policy and programs, taking action as appropriate to ensure Air Force-wide compliance; ensures the quality of Air Staff CAAS reporting and contract management and budgeting services.

4.2.5.3. Specifically, the Competition Advocate General will:

4.2.5.3.1. Direct, plan, develop, issue, and is responsible for competition policies and procedures involving the entire spectrum of Air Force base, central and systems acquisitions.

4.2.5.3.2. Develop, direct, and supervise the Air Force Competition Advocate program and functions, including the planning, direction, and successful attainment of the policies, programs, and objectives governing execution of the Air Force Competition Plan.

4.2.5.3.3. Review and approve field implementation of competition policies and goals, review procurement activities of the Air Force related to competition, and challenge barriers to and promote full and open competition in the procurement of property and services by the Air Force. Perform periodic staff visits to Commands and other field activities. Develop recommendations for ensuring effective competition in acquisition plans and strategies.

4.2.5.3.4. Identify and report to the Air Force Senior Procurement Executive opportunities and actions taken to achieve full and open competition in the acquisition of goods and services for the Air Force.

4.2.5.3.5. Prepare and transmit to the Senior Procurement Executive an annual report describing the Advocate's activities established by P.L. 98-369, new initiatives required to increase competition, and barriers to competition that remain.

4.2.5.3.6. Prepare an Air Force Competition Plan and recommend goals and plans for increasing competition on a fiscal year basis to the Air Force Procurement Executive.

4.2.5.3.7. Assess acquisition strategies with respect to short and long term tradeoffs based on expert knowledge of Federal acquisition processes and programs. Evaluate recommendations affecting competition which involve dual sourcing, multiyear contracting, data acquisition, and program budget considerations.

4.2.5.3.8. Represent the Department of the Air Force at interservice conferences, meetings with the Office of the Secretary of Defense (OSD), other military departments, other agencies, industry, Congress, the General Accounting Office (GAO), and representatives of foreign governments and industry where matters of acquisition and competition policy are being formulated, advocated, or resolved.

4.2.5.3.9. Direct and appraise the work of a subordinate staff of professional, technical, and administrative personnel.

4.3. Assistant for Federal Acquisition Regulation (FAR) System (SAF/AQCF). The Assistant for FAR System as Secretariat OPR:

4.3.1. Develops Air Force positions and represents these on the Defense Acquisition Regulatory (DAR) Council for implementation and maintenance of the FAR and its Department of Defense (DoD) Supplement. Publishes the Air Force FAR Supplement and the Air Force Acquisition Circular.

4.3.2. Coordinates and integrates Air Force policy development activity.

4.4. Contracting Systems Division (SAF/AQCI). The Contracting Systems Division:

- 4.4.1. Consolidates the statement of AF contracting functional requirements for information technology improvements.
- 4.4.2. Integrates AF participation in the DoD Procurement Corporate Information Management effort.
- 4.4.3. Oversees the attainment of AF contracting functional requirements during the implementation of Electronic Commerce/Electronic Data Interchange (EC/EDI) in accordance with DoD direction.
- 4.4.4. Establishes AF contracting partnerships with AF functionals (e.g., logistics, finance etc.) involved in modernizing base level support systems.
- 4.4.5. Supervises and controls the AF contract reporting mandated by Congress.
- 4.4.6. Integrates procurement policy, functional process improvement, and the automation of activities within AF contracting processes.
- 4.4.7. Interfaces daily with other functional areas (i.e., logistics, finance, etc.) and the staffs of the following: Deputy Under Secretary of Defense for Acquisition Reform (DUSD (AR)), DDP, AF/SC, AF/SB, AF/GC, and Air Force Major Command (AF MAJCOM) Directors of Contracting.

4.5. Operational Contracting Division (SAF/AQCO). The Operational Contracting Division:

- 4.5.1. As Secretariat OPR, this Division:
 - 4.5.1.1. Develops Air Force contracting policy for International Contracting, including Foreign Military Sales, offset agreements, Buy American and Balance of Payments, duties and customs, Canadian Purchase, and Memorandum of Understanding (MOU).
 - 4.5.1.2. Develops contracting policy for Automatic Data Processing Equipment, software, computer services, telecommunications equipment and services.
 - 4.5.1.3. Develops contracting policy for services, construction, architect and engineering, small purchases, utilities, leasing and rental contracts, transportation, CAAS, and airlift contracting.
 - 4.5.1.4. Develops contracting policy regarding labor laws such as Davis Bacon Act, Service Contract Act, and the Walsh Healey Act.
 - 4.5.1.5. Serves as focal point (FP) and develops policy for all contracting matters pertaining to:
 - 4.5.1.5.1. Non-Appropriated Fund Contracting.
 - 4.5.1.5.2. Acquisition Management Review.
 - 4.5.1.5.3. Contracting out (A-76).
 - 4.5.1.5.4. Commissary contracting support.
 - 4.5.1.5.5. Third party contracting; Build Lease.
 - 4.5.1.5.6. Air Force Logistic Management Center.
 - 4.5.1.5.7. Contracting Authority and Delegations.
 - 4.5.1.5.8. Ratifications.
 - 4.5.1.5.9. Contracting Awards Program.

4.5.1.5.10. Contingency Contracting.

4.5.1.5.11. Purchase from the Blind and other Severely Handicapped.

4.5.1.6. Acts as FP for all Air Force Commands (except Air Force Materiel Command - AFMC) for organization and manpower functions for Air Force operational contracting activities.

4.5.1.7. Serves as FP and OPR for Contracting Automation Systems.

4.6. Pricing and Contract Administration Division (SAF/AQCP). The Pricing and Contract Administration Division:

4.6.1. As Secretariat OPR, this Division:

4.6.1.1. Prepares policies, objectives, plans, and implementing procedures concerning contract pricing and financing, contractor cost monitoring, and cost accounting standards.

4.6.1.2. Interprets and processes requests from major commands and field activities for deviation from contract cost or pricing and financing policies and procedures.

4.6.1.3. Processes requests for waiver of Public Law 87-653, (Truth-in-Negotiations), *An Act to Amend Chapter 137 of Title 10, United States Code, Relating to Procurement*, 10 September 1962, and Public Law 91-379, (Cost Accounting Standards), *Defense Production Act, Amendments*, 15 August 1970.

4.6.1.4. Supports Secretariat, Air Staff, and major commands in contract pricing and financing concerning acquisition of systems, supplies, services, and other logistical support items.

4.6.1.5. Manages the Air Force Contracts Management Reporting System (DoDI 4105.1).

4.6.1.6. Processes Property Administration and Leasing Approvals.

4.6.1.7. Monitors and formulates contracting policies and procedures relating to Contract Administration Services and Government property administration and plant clearances.

4.6.1.8. Provides Air Force direction and monitors PE 71113F, Procurement Operations. Advocates the diverse elements of the program and interfaces with OSD, Office of Management and Budget (OMB), and the Congress to support the Air Force position.

4.6.2. As Secretariat Office of Collateral Responsibility (OCR), this Division represents the Air Force as the contracting policy member of the DoD Contract Finance Committee, which develops basic policies and procedures regarding all forms of government contract financing and contracting debts.

4.6.3. As Secretariat FP, this Division:

4.6.3.1. Represents the Air Force on the DAR Pricing Working Group that develops DoD contract pricing and negotiation policies.

4.6.3.2. Represents the Air Force on the DoD Cost Accounting Standards (CAS) Working Group that develops CAS implementing guidelines for operating personnel.

4.6.4. For the SAF/AQC, this Division:

4.6.4.1. Is the point of contact (POC) for cost analysis and the Cost Analysis Improvement Group (CAIG).

4.6.4.2. Is POC for the Air Force's assignment as DoD executive agent for contract pricing education and training.

4.6.4.3. Exercises policy direction over and evaluates performance of field activities on contract pricing and finance matters.

4.6.5. Other responsibilities. This Division assists DoD and other executive agencies in developing and implementing contract pricing and financing analytical techniques and procedures.

4.7. Systems and Logistics Contracting Division (SAF/AQCS). The Systems and Logistics Contracting Division:

4.7.1. As Secretariat OPR, this Division:

4.7.1.1. Reviews, processes, facilitates, and acquires Secretarial approval for contracting acquisition documents including acquisition plans, Justifications and Approvals, determinations and findings, source selection delegations and plans, multiyear approvals, indemnification requests, warranty approvals, Conflict of Interest Waivers, and Special Termination Cost Clause approvals.

4.7.1.2. Formulates systems and logistics contracting policies and procedures relating to:

4.7.1.2.1. Selected and other program acquisition policy.

4.7.1.2.2. Source Selection.

4.7.1.2.3. Acquisition Strategy Panels.

4.7.1.2.4. Multiyear Contracting.

4.7.1.2.5. Modification/Overhaul Programs.

4.7.1.2.6. Program Depot Maintenance.

4.7.1.2.7. Spare Parts Acquisition.

4.7.1.2.8. Data Rights and Patents.

4.7.1.2.9. Spare Parts Breakout Policy.

4.7.1.2.10. Product Performance Agreements, Including Warranties.

4.7.1.2.11. Multiple Sourcing.

4.7.1.2.12. Competition.

4.7.1.2.13. Research & Development Contracting.

4.7.1.2.14. Undefined Contractual Actions.

4.7.1.2.15. Indemnification.

4.7.1.3. Develops and implements contracting policy on weapon systems from concept formulation through production, including initial and replenishment spares and modifications.

4.7.1.4. Monitors contracting and acquisition matters involving Foreign Military Sales on specific programs including interfaces with other Deputy Chief of Staff (DCS) level organizations and the Defense Security Assistance Agency.

4.7.1.5. Receives and disseminates unsolicited contractor proposals for review and evaluation.

4.7.2. For the SAF/AQC, this Division is POC for:

4.7.2.1. Providing technical and management direction for structuring, processing, and revising acquisition plans, solicitations, model contracts for the acquisition and modification of weapon systems, and other acquisition documents. These actions include competition strategy, operational requirements/technical objectives, integrated logistics support,

management systems, economic factors, risk assessment, source selection criteria and techniques, acquisition strategies, proper combination of various contract types, techniques and incentive arrangements.

4.7.2.2. Reviewing regulations involving source selection policy and procedures.

4.7.2.3. Reviewing proposed Air Force program documentation Mission Need Statement (MNS), Program Management Directives (PMDs), etc. relating to systems, subsystems, and equipment for acquisition planning to implement and attain the required system.

4.7.2.4. Developing contracting policy, plans, and implementing procedures for reliability and maintainability requirements.

4.7.2.5. Providing contracting guidance for weapon system warranties and product performance agreements.

4.7.3. Other responsibilities. This Division:

4.7.3.1. Provides technical support to Air Staff and Secretariat representatives on ad hoc management groups' contracting issues.

4.7.3.2. Sponsors new contracting techniques and concept studies for systems acquisition. Takes part with other Air Force and DoD activities in the initial development, evaluation, and publication of new ideas.

4.8. Contract Support Division (SAF/AQCX). The Contract Support Division:

4.8.1. As Secretariat OPR, this Division:

4.8.1.1. Prepares the Air Force position on contractor protests against contract awards. Submits reports to the GAO and issues final decisions on cases over which Air Force has jurisdiction.

4.8.1.2. Prepares the Air Force position on claims for contract adjustments (Public Law 85-804, *National Defense*, 28 August 1958) and processes the file to the Air Force Contract Adjustment Board.

4.8.1.3. Processes White House, Congressional, and Secretarial inquiries involving Air Force contracting matters.

4.8.1.4. Develops Air Force position on proposed legislation affecting contracting policies and procedures.

4.8.1.5. Is FP for submission of Congressional inserts relating to contracting.

4.8.1.6. Represents Air Force on DoD and Air Force Contracting Career Management Boards.

4.8.1.7. Manages from a functional perspective military and civilian personnel issues affecting contracting personnel.

4.8.1.8. Manages AFR 40-110 Vol X, *Civilian Career Program Management, Contracting and Manufacturing Civilian Career Program (CMCCP)*.

4.8.1.9. Serves as FP and develops policy for all contracting matters pertaining to Suspension and Debarment of Contractors.

4.8.1.10. Is FP for acquisition conferences.

4.8.2. For the SAF/AQC this Division:

4.8.2.1. Coordinates positions on contracting issues involving various divisions of the SAF/AQC.

4.8.2.2. Develops and publishes the Air Force Contracting and Acquisition Newsletter, the AQC Mini-Book, and miscellaneous personnel listings.

4.8.2.3. Coordinates SAF/AQC training activities.

4.8.2.4. Handles the DoD and Air Force Productivity Program.

4.8.2.5. Provides the Deputate response to Freedom of Information Requests.

4.8.2.6. Monitors Air Force level contracting regulations.

4.9. Executive Services Division (SAF/AQE). The Executive Services Division provides direct executive support to the Assistant Secretary of the Air Force for Acquisition and his principal deputies, to include:

4.9.1. Providing information management policy guidance to all agencies within SAF/AQ and to Air Force Program Executive Offices.

4.9.2. Controlling all incoming and outgoing correspondence and messages.

4.9.3. Managing all publications and forms.

4.9.4. Managing all personnel and manpower actions for assigned active duty and Individual Mobilization Augmentees (IMAs).

4.9.5. Managing the SAF/AQ Operating Instruction program.

4.9.6. Managing the Military Airlift Program.

4.9.7. Managing all awards and decorations programs.

4.9.8. Managing the temporary duty travel budget.

4.9.9. Managing information, personnel, communications, special and physical security programs.

4.9.10. Managing records management program.

4.9.11. Managing the Acquisition Conference Room.

4.9.12. Overseeing the supplies and services program.

4.9.13. Managing the Metro Card program.

4.9.14. Managing the suspense control program.

4.9.15. Managing promotion recommendation process.

4.9.16. Managing Freedom of Information Act Program.

4.9.17. Serving as FP for distinguished visitor reception; managing protocol program.

4.9.18. Managing AF/SV funds.

4.9.19. Managing telephone control program.

4.9.20. Managing sensitive compartmented information (SCI) billets.

4.10. The Deputy Assistant Secretary for Communications, Computers and Logistics (SAF/AQK). The Deputy Assistant Secretary for Communications, Computers and Logistics is responsible for the direction and execution of plans, policies, and programs regarding Air Force logistics planning; acquisition logistics; supply and maintenance management; international logistics; vehicle transportation; civil aviation; search and rescue; commercial/industrial activities (OMB Circular A-76, *Performance of Commercial Activities*, 29 March 1995); acquisition of command, control, communications,

and computer systems; engineering, management, and technology pertaining to communications, computers, and information systems. In addition, the Deputy Assistant Secretary:

4.10.1. Provides advice/assistance to the Acquisition Executive, Program Executive Officer (PEOs), Mission Area Directors, and Program Managers regarding the logistics preparedness of major acquisition programs.

4.10.2. Supports and monitors logistics R&D.

4.10.3. Provides the Executive Director of the DoD Policy Board on Federal Aviation.

4.10.4. Develops policies pertinent to operation of the Airlift Single Manager Operating Agency and the Civil Reserve Air Fleet (CRAF).

4.10.5. Functions as the Senior Air Force Automated Data Processing (ADP) Policy Official and the Air Force Ada Executive.

4.10.6. Oversees the Logistics and Information Systems Civilian Career Enhancement Programs.

4.10.7. Provides the DoD member of the Interagency Committee on Search and Rescue and the SARSAT Policy Steering Committee.

4.10.8. Provides acquisition management oversight of command, control, communications and computer (C4) programs, including program planning and participating in formulation and development of program definition and monitoring progress.

4.10.9. Establishes software policy for both embedded and nonembedded systems, including development, integration, and maintenance.

4.10.10. Represents the Air Force on appropriate Defense Acquisition Board (DAB) committees and prepares the Acquisition Executive for DAB meetings.

4.10.11. Participates, or provides participation, as appropriate, on Business Strategy Panels, Source Selection Advisory Councils, or other groups, panels, boards, and committees.

4.10.12. Implements the Air Force Information Resource Management Program in accordance with Public Law 96-511, the Paperwork Reduction Act, DoD Directive 7740.1 and SAF Order (SAFO) 560.1, *The Air Force Information Management Program*, 19 Jul 94.

4.10.13. Conducts and performs other functions as directed and assigned by the Assistant Secretary for Acquisition.

4.11. Directorate of Electronic and Special Programs (SAF/AQL). The Directorate of Electronic and Special Programs:

4.11.1. Evaluates and approves program direction and policy guidance on assigned programs.

4.11.2. Defines characteristics for new systems, subsystems, equipment, and equipment modifications.

4.11.3. Analyzes proposed technical approaches to satisfy operational needs of the Combat Air Forces.

4.11.4. Develops cost versus performance trade-offs for the development and acquisition cycle. Selects proposals and advocates best acquisition approach to the Air Staff, OSD and Congress. Plans R&D efforts for future technological capabilities for improved weapon systems.

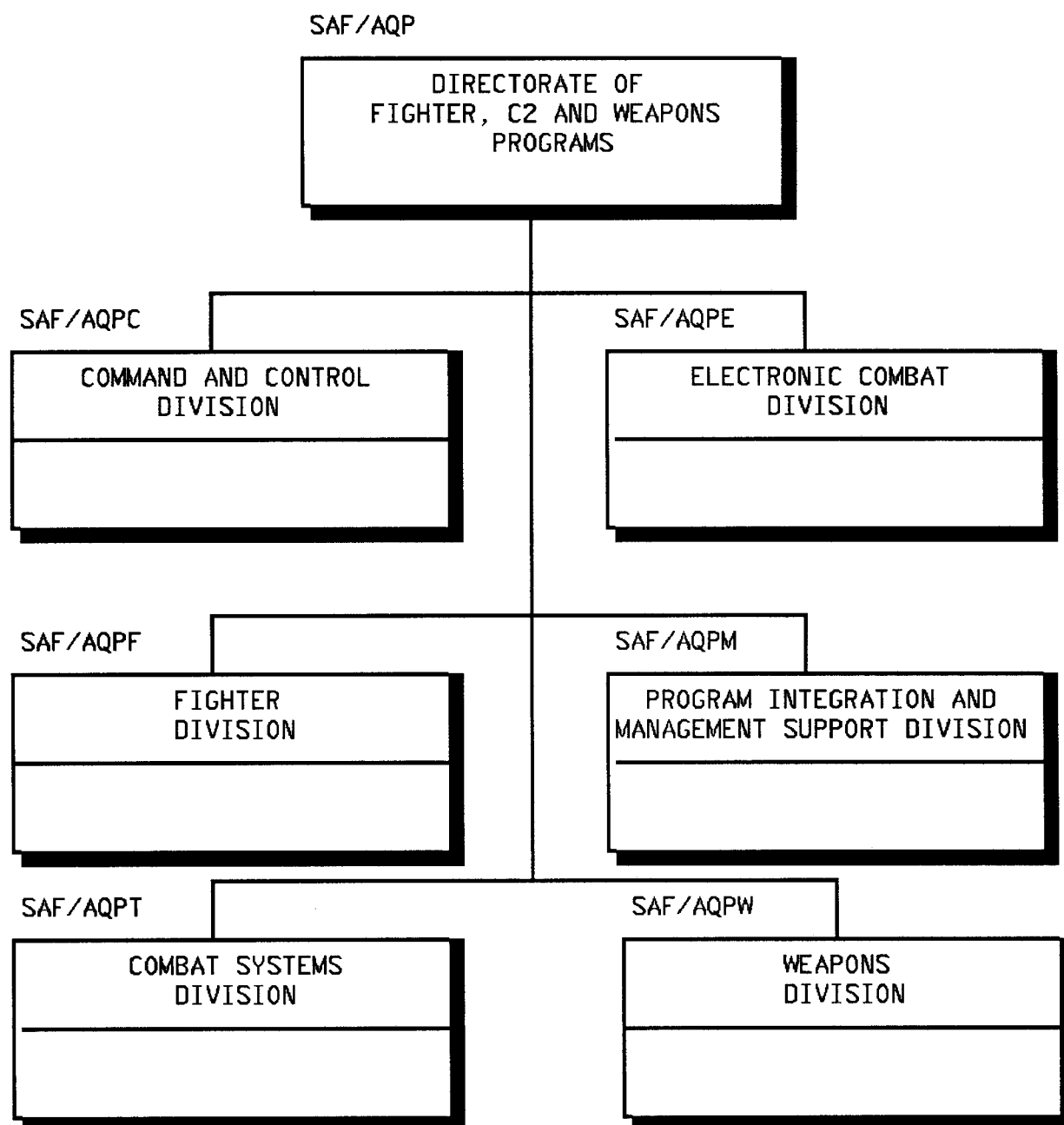
4.11.5. Develops and produces systems and subsystems for United States Air Force (USAF) combat aircraft.

4.11.6. Provides Acquisition Staff technical support for developing systems and subsystems in Concept Exploration, Demonstration/Validation, Engineering and Manufacturing Development, and Production phases of the system life cycle.

4.11.7. Ensures all-source/NONCONTRACT intelligence information is appropriately incorporated into Air Force acquisition programs.

- 4.11.8. Accomplishes the initial phases of RD&A of promising electronic systems.
- 4.11.9. Directs advanced technology development programs and monitors new technologies which may resolve operational requirements and/or capitalize on technological opportunities.
- 4.11.10. Maintains liaison with other services and government departments/agencies to ensure cross-fertilization of advanced technologies and concepts and to explore the potential for joint/cooperation activities.
- 4.11.11. Reviews and coordinates on system requirements proposed by using commands using advanced technologies or sensitive intelligence.
- 4.11.12. Accomplishes the initial phases of RD&A of reconnaissance, special operations, and intelligence technologies.
- 4.11.13. Reviews, coordinates, and validates reconnaissance, special operations, and intelligence systems requirements proposed by using commands.
- 4.11.14. Serves as the POC for new reconnaissance, special operations, and intelligence technologies.
- 4.11.15. Acts as the liaison with the other Services and OSD on the RD&A of reconnaissance, special operations, and intelligence systems. Provides SAF/AQ representation on tri-Service and OSD activities.
- 4.11.16. Provides technical support and expertise on reconnaissance, special operations, and intelligence technologies and systems.
- 4.11.17. Prepares and coordinates Congressional Inquiries and requests for information concerning reconnaissance, special operations, and intelligence systems quality and capability.
- 4.11.18. Manages BIG SAFARI Special Projects.
- 4.11.19. Maintains cognizance of the status, priority, and funding of reconnaissance, special operations, and intelligence technologies.
- 4.11.20. Maintains liaison for advanced reconnaissance, special operations, and intelligence systems with technology development agencies including National Security Agency (NSA), Central Imagery Office, Advanced Research Projects Agency (ARPA), US Navy, US Army, and industry.

Figure 4.3. Organization Chart for the Directorate of Fighter, C2 and Weapons Programs.



4.12. Directorate of Fighter, Command and Control (C2), and Weapons Programs (SAF/AQP). The Directorate of Fighter, C2 and Weapons Programs:

- 4.12.1. Evaluates and approves program direction and policy guidance on assigned programs.
- 4.12.2. Defines characteristics for new tactical systems, subsystems, equipment, and equipment modifications.
- 4.12.3. Analyzes proposed technical approaches to satisfying operational needs of the Tactical Air Forces.
- 4.12.4. Develops cost versus performance trade-offs for the development and acquisition cycle. Reviews proposals and recommends best acquisition approach to the Air Staff, OSD, and Congress. Plans R&D efforts for future technological capabilities for improved tactical weapon systems.

4.12.5. Manages and provides oversight for development and production of systems and subsystems for USAF tactical aircraft.

4.12.6. Provides Acquisition staff RD&A technical support for developing tactical systems and subsystems in Concept Exploration, Demonstration/Validation, Engineering and Management Development and Production phases of the system life cycle.

4.12.7. Provides overall guidance for Electronic Combat (EC) acquisition functions.

4.12.8. Coordinates EC plans, programs, and policy with the DoD, Air Staff, and other Services.

4.12.9. Reviews and provides USAF acquisition policy for joint and Allied EC efforts.

4.13. Command and Control (C2) Division (SAF/AQPC). The Command and Control (C2) Division:

4.13.1. As Secretariat OPR, this Division:

4.13.1.1. Manages, monitors, and provides direction to field command for theater and tactical C2, including communications and data links, surveillance and air traffic control and landing programs from concept exploration through production.

4.13.1.2. Is responsible for formulating the acquisition strategy and overall program plan, in conjunction with the developing and using commands, for theater and tactical C2, including communications and data links, surveillance and air traffic control and landing programs.

4.13.1.3. Analyzes Statements of Needs (SONs) provided by using commands and technical approaches provided by developing commands, to satisfy theater and tactical C2 programs.

4.13.1.4. Is responsible for assessing cost/performance/risk tradeoffs for the development and acquisition of theater and tactical C2 programs. Previews proposals and recommends the best acquisition approach to the SECAF, Air Staff, OSD, and Congress.

4.13.1.5. Plans R&D efforts for future technological capabilities including theater and tactical C2, surveillance, air traffic control, tactical data and voice communications, and advanced communications systems for tactical airborne C2, joint tactical fusion, ADP, and joint surveillance and target attack radar systems.

4.13.1.6. Prepares PMDs on assigned programs.

4.13.1.7. Submits budgetary information on assigned programs.

4.13.1.8. Provides air traffic control and landing systems development liaison with the Federal Aviation Agency.

4.13.2. For the Assistant Secretary (Acquisition), this Division:

4.13.2.1. Is the POC for Congressional inquiries and requests for information on assigned programs.

4.13.2.2. Maintains liaison and coordinates with the Army, Navy, Marines, DoD, NSA, and other Government agencies for assigned programs.

4.13.2.3. Provides staff support for all technical and financial matters relating to assigned program elements for planning, programming, and budget related activities.

4.13.2.4. Reviews, evaluates, and coordinates on and inputs to the system documents (PMDs, Acquisition Plans, Justifications and Approvals, T&E Master Plans policy, and Decision Coordinating Papers) and obtains required approval or modification of these documents for assigned programs.

4.13.2.5. Reviews, evaluates, and coordinates Major Command Automated Data Processing System (ADPS) Plans (MCAPs) and ADPS Master Plans Avionics Modernization Program (AMPs) in assigned areas to make sure that MCAPs and AMPs are consistent.

- 4.13.2.6. Coordinates test requirements and resources planning.
- 4.13.2.7. Provides technical support and program related guidance for foreign military sales of assigned programs.
- 4.13.2.8. Conducts studies and coordinates the review and evaluation of proposals for configuration changes of assigned systems.
- 4.13.2.9. Develops positions regarding technical, schedule and financial issues on assigned programs.
- 4.13.2.10. Reviews programs and recommends specific technical facilities needed to support assigned functions.
- 4.13.2.11. Provides USAF representation to the DoD Position/Navigation Working Group, Military Communications Electronics Board, and the Tri-Service Group on Communications Electronics Equipment (SG4).
- 4.13.3. For the Directorate (SAF/AQP), this Division:
 - 4.13.3.1. Provides technical support for development aspects of related joint tactical C2 (including TACSI, Airborne Warning and Control System (AWACS), Joint Surveillance and Target Attack Radar System (JSTARS), Joint Tactical Information Distribution System (JTIDS), JINTACCS, HAVE QUICK, SNGAR), including other C2, communications, surveillance and air traffic control and landing program elements assigned other Air Staff organizations during production and procurement phases.
 - 4.13.3.2. Provides coordination with SAF/AQXA on ADPS requirements processed under directives other than 700-series regulations.
 - 4.13.3.3. Develops Congressional testimony regarding assigned programs.
 - 4.13.3.4. Provides the capability for evaluating and improving the technical management and financial aspects of assigned programs.
 - 4.13.3.5. Establishes and maintains liaison and coordination with other services and appropriate government agencies on assigned programs.
 - 4.13.3.6. Coordinates on DoD 5000.3 and DoD Directive 3200.11, *Major Range and Test Facility Base*, updates.

4.14. Electronic Combat Division (SAF/AQPE). The Electronic Combat Division:

- 4.14.1. As Secretariat OPR, this Division:
 - 4.14.1.1. Manages, monitors, and provides direction to field commands for tactical EC programs from inception through production.
 - 4.14.1.2. Formulates the acquisition strategy and overall program plan, in conjunction with the developing commands, for tactical EC programs, from concept exploration through production.
 - 4.14.1.3. Analyzes SONs and Operational Requirements Documents (ORDs) provided by the using commands and technical approaches provided by developing commands to satisfy the operational needs for tactical EC systems.
 - 4.14.1.4. Assesses cost/performance/risk trade-offs for the development and acquisition of tactical EC systems. Reviews proposals and recommends best acquisition approach to the SECAF, Air Staff, OSD, and the Congress.
- 4.14.2. For the Assistant Secretary (Acquisition), this Division:
 - 4.14.2.1. Acts as contact point for management of EC technology, development, and procurement programs.
 - 4.14.2.2. Reviews and determines the adequacy of EC development projects and provides direction and guidance to Air Force Materiel Command and Air Force Intelligence Agency, as required, to ensure optimum development.

4.14.2.3. Provides technical support and program-related guidance for foreign military sales.

4.14.2.4. Develops positions regarding assigned systems technical, schedule, and financial issues.

4.14.3. For the Directorate (SAF/AQP), this Division:

4.14.3.1. Provides program management documentation directing necessary actions for meeting EC technology, development, and production requirements.

4.14.3.2. Provides technical support for development and production aspects of EC programs.

4.14.3.3. Provides recommendations on the current year executability of development and production programs.

4.14.3.4. Develops Congressional testimony regarding assigned programs.

4.14.3.5. Develops Air Force documentation for inclusion in the annual DoD Electronic Warfare Plan.

4.14.3.6. Coordinates with other services on the technical, schedule, and costs of potential coordinated and joint programs.

4.14.3.7. Reviews Justifications and Approvals and Final Acquisition Action Approvals for technical validity and adherence to approved programs.

4.14.3.8. Provides a Quick Reaction Capability office for electronic warfare programs as required to AFI 63-114, *Rapid Response Process*.

4.15. Fighter Division (SAF/AQPF). The Fighter Division:

4.15.1. As Secretariat OPR, this Division:

4.15.1.1. Manages, monitors, and provides direction to field commands for tactical fighter, attack and propulsion programs, from concept exploration through production.

4.15.1.2. Formulates the acquisition strategy and overall program plan, in conjunction with the developing commands, for tactical fighter, attack and propulsion programs, from concept exploration through production.

4.15.1.3. Analyzes SONs provided by using commands and technical approaches provided by the developing command to satisfy operational needs for tactical fighter systems.

4.15.1.4. Assesses cost/performance/risk trade-offs for the development and acquisition of tactical fighter, attack, propulsion, and night attack programs. Reviews proposals and recommends best acquisition approach to the SECAF, Air Staff, OSD, and Congress.

4.15.1.5. Recommends operational improvements (modifications) to current tactical fighter weapon systems and subsystems.

4.15.1.6. Participates in international cooperative fighter development and production programs.

4.15.2. As OCR, this Division:

4.15.2.1. Maintains cognizance of the status, priority, and funding of operational requirements and modifications to tactical fighter, attack and propulsion systems, and subsystems.

4.15.2.2. Maintains liaison for advanced fighter technologies, with technology development agencies including National Aeronautics and Space Administration (NASA), ARPA, U.S. Navy, U.S. Army, aerospace industry contractors, and subordinate Air Force organizations.

4.15.2.3. Participates in initiation of international cooperative tactical fighter programs.

4.15.3. For the Assistant Secretary (Acquisition), this Division:

- 4.15.3.1. Is POC for all tactical fighter and attack aircraft-related matters.
- 4.15.3.2. Translates Air Force planning guidance into long-range weapon plans used to structure inputs to the Planning, Programming, and Budgeting System (PPBS).
- 4.15.3.3. Prepares and defends planning estimates for assigned programs.
- 4.15.3.4. Provides technical support and program related guidance for foreign military sales of assigned programs.
- 4.15.3.5. Conducts studies and coordinates the review and evaluation of proposals for configuration changes to assigned systems.
- 4.15.3.6. Develops positions regarding technical, schedule, and financial issues on assigned programs.
- 4.15.3.7. Participates in the development of policy pertaining to assigned programs relating to foreign governments.
- 4.15.3.8. Reviews and coordinates on test and evaluation plans.
- 4.15.3.9. Reviews programs and recommends specific technical facilities needed to support assigned functions.
- 4.15.3.10. Provides liaison with other Services and OSD on the RD&A of tactical fighter and attack weapon systems. Provides representatives to tri-Service and OSD activities.
- 4.15.3.11. Monitors fighter, attack, and air defense force composition and quality.
- 4.15.3.12. Initiates technical and performance studies and programs to increase fighter, attack and air defense force composition and quality.
- 4.15.3.13. Monitors weapon system modifications for fighter, attack, and air defense programs to assure accomplishment.
- 4.15.3.14. Participates in Joint Services cooperative tactical fighter and attack program.
- 4.15.4. For the Directorate, this Division:
 - 4.15.4.1. Monitors basic research and exploratory and advanced development activities to determine potential use for fighter, attack, air defense, and weapon system and defense and weapon systems and subsystems.
 - 4.15.4.2. Is the POC for advanced concepts and innovations for new and improved tactical fighter, attack, air defense, and defense suppression systems and subsystems.
 - 4.15.4.3. Prepares and coordinates Congressional inquiries and requests for information on assigned programs.
 - 4.15.4.4. Provides support to the USAF Scientific Advisory Board, RAND Corp, other analysis agencies, and special study groups dealing with tactical fighter issues.
 - 4.15.4.5. Provides technical support to other Air Force agencies.
 - 4.15.4.6. Reviews requests for Justifications and Approvals to determine validity and adherence to approved programs.
 - 4.15.4.7. Reviews and coordinates on all documents required by the AFR 800 series.
 - 4.15.4.8. Develops Congressional testimony regarding systems programs assigned.
 - 4.15.4.9. Provides capability for evaluating and improving the technical management and financial aspects of assigned programs.
 - 4.15.4.10. Establishes and maintains liaison and coordinates with other Services and appropriate Government agencies on assigned programs.

4.16. Program Integration and Management Support Division (SAF/AQPM). The Program Integration and Management Support Division:

4.16.1. For the Assistant Secretary (Acquisition), this Division provides SAF/AQP representation for resource allocation, coordination, and review groups.

4.16.2. For the Directorate, this Division:

4.16.2.1. Is POC for all directorate program and budget matters.

4.16.2.2. Prepares inputs to US Air Force Program Objective Memorandum (POM) and budget exercises.

4.16.2.3. Prepares position on unfunded requirements and identifies funding sources as required.

4.16.2.4. Provides representation for committees and working groups on matters of acquisition policy, management, procedural problems, external interfaces, and requirements.

4.16.2.5. Is POC for Congressional matters including testimony review, Inserts for the Record, and staffer interface.

4.16.2.6. Integrates all SAF/AQP multi-division taskings.

4.16.2.7. Is the FP for public affairs.

4.16.2.8. Is the FP for requirements documents and issues.

4.17. Combat Systems Division (SAF/AQPT). The Combat Systems Division:

4.17.1. As Secretariat OPR, this Division:

4.17.1.1. Provides oversight for the acquisition of combat and support systems that enhance the combat capability of both fielded weapon systems and systems in development. Manages, monitors, and provides direction to developing and using commands for reconnaissance, battle management, chemical/biological warfare defense, life support systems, mission planning systems, manpower, personnel and training systems, aircraft avionics and ground equipment, air defense, and electronic security equipment programs from concept exploration through production.

4.17.1.2. Formulates the acquisition strategy and overall program plan, in conjunction with the developing and using commands from concept exploration through production.

4.17.1.3. Evaluates MNSs and ORDs provided by using commands and the resultant technical approaches provided by developing commands to satisfy operational needs.

4.17.1.4. Assesses cost/performance/risk tradeoffs for the development and acquisition of assigned programs. Reviews proposals and recommends the best acquisition approach for approval by the Secretary of Defense and Congress. Prepares PMDs for assigned programs, the Air Force Staff, OSD, and Congress.

4.17.1.5. Coordinates on joint warfighting concepts employing combat and support systems above and using command requirements in support of joint operations.

4.17.1.6. Participates in international cooperative development activities related to combat and support systems.

4.17.1.7. Provides national representatives to NATO Air Force Armaments Group (NAFAG), Air Groups I, IV, and V. Also provides US Delegate to NATO Army Armaments Group (NAAG), AC225, Air Sub Panel to Panel VI (NBC Defense) and USAF representative to Panel VIII.

4.17.1.8. Provides national representative to Air Standardization Coordinating Committee Working Parties 19, 50, and 53.

4.17.1.9. Is the Air Force single FP for all formal Interservice coordination of the Joint Service Agreement on Chemical Warfare/Chemical-Biological Defense Research Development and Acquisition (JSA CW/CBD RD&A). All formal actions concerning implementation of the JSA are conducted by this Division.

4.17.2. As Secretariat OCR, this Division:

4.17.2.1. Maintains cognizance of the status, priority, and funding of operational requirements for combat and support systems.

4.17.2.2. Maintains liaison for advanced technologies with technology development agencies, including the Joint Service Review Committee (JSRC), NASA, ARPA, the Department of Energy/Sandia National Laboratory, U.S. Navy, U.S. Army, aerospace industry contractors and subordinate Air Force organizations.

4.17.2.3. Participates in initiation of international cooperative tactical programs and manages the evaluation of selected foreign systems related to assigned programs.

4.17.3. For the Assistant Secretary (Acquisition), this Division:

4.17.3.1. Is the POC for all combat and support systems matters.

4.17.3.2. Translates Air Force planning guidance into long-range weapon systems plans used to structure inputs to the PPBS.

4.17.3.3. Prepares and defends planning estimates for assigned programs.

4.17.3.4. Provides technical support and program related guidance for foreign military sales of assigned programs.

4.17.3.5. Conducts studies and coordinates the review and evaluation of proposals for configuration changes to assigned systems.

4.17.3.6. Develops positions regarding technical, schedule, and financial issues on assigned programs.

4.17.3.7. Participates in the development of policy pertaining to assigned programs relating to foreign governments.

4.17.3.8. Reviews and coordinates on test and evaluation plans.

4.17.3.9. Provides liaison with other Services and OSD on the RD&A of combat and support systems. Provides representatives to Tri-Service and OSD activities.

4.17.3.10. Initiates technological and performance studies and programs to increase the quality and combat capability of assigned programs.

4.17.3.11. Participates in Joint Services cooperative programs.

4.17.3.12. Monitors OSD Conventional, NATO Cooperative and Emerging Technologies Initiatives for potential application to Air Force missions and development.

4.17.3.13. Provides technical support and expertise on assigned programs to answer OSD, Congressional, and other agency inquiries.

4.17.4. For the Directorate, this Division:

4.17.4.1. Monitors basic research and exploratory and advanced development activities to determine potential use for assigned weapon systems and subsystems.

4.17.4.2. Accomplishes interservice, other Government agency, and international organization liaison for assigned programs.

4.17.4.3. Prepares and coordinates Congressional inquiries and requests for information on assigned programs.

4.17.4.4. Provides support to the USAF Scientific Advisory Board, RAND Corp., other analysis agencies, and special study groups dealing with joint programs.

4.17.4.5. Provides representation to the Follow-On Forces Attack (FOFA) Committee, Tactical Intelligence and Related Activities (TIARA) Advisory Group, and Theater Missile Defense (TMD) Working Group.

4.17.4.6. Provides technical support to other Air Force agencies as requested.

4.17.4.7. Identifies opportunities for multiple service combat and support systems system development efforts.

4.17.5. Other responsibilities of this Division are to:

4.17.5.1. Keep abreast of current technology, DoD objectives, operational objectives and criteria, advanced system concepts, other Government agencies' projects, current and projected enemy threats, technical and conceptual studies, and principles of war.

4.17.5.2. Provide representation, as required, to NATO standing or ad hoc groups.

4.18. Weapons Division (SAF/AQPW). The Weapons Division:

4.18.1. As Secretariat OPR, this Division:

4.18.1.1. Implements Air Force conventional weapons acquisition and support policy.

4.18.1.2. Provides policy, information, and guidance for R&D and production of air-to-air and air-to-ground weapons including precision-guided stand-off systems and advanced missile technologies.

4.18.1.3. Prepares, coordinates, and issues PMDs and related guidance on assigned programs.

4.18.1.4. Manages the Air Force Aircraft and Stores Compatibility Program (SEEK EAGLE).

4.18.2. For the Assistant Secretary (Acquisition), this Division:

4.18.2.1. Issues program directives.

4.18.2.2. Supports other Air Staff/SAF agencies.

4.18.2.3. Acts as mission area representative for all tactical air warfare programs.

4.18.2.4. Reviews Air Force Materiel Command budget submissions and coordinates armament program inputs.

4.18.2.5. Coordinates the review and evaluation of proposals for configuration changes to assigned systems.

4.18.2.6. Is POC for Congressional inquiries and requests for information.

4.18.2.7. Maintains liaison and coordinates with the Army, Navy, DoD, NASA, and other Government technical agencies.

4.18.2.8. Chairs, acts as principle U.S. delegate to and supports selected NATO activities.

4.18.3. For the Directorate, this Division:

4.18.3.1. Maintains liaison and coordinates with U.S. allies on air-to-air and air-to-ground weapons and related programs.

4.18.3.2. Reviews, prepares, processes, and coordinates program documentation required by AFR 800 and 80 series, the FARs and DoD Directives and Instructions.

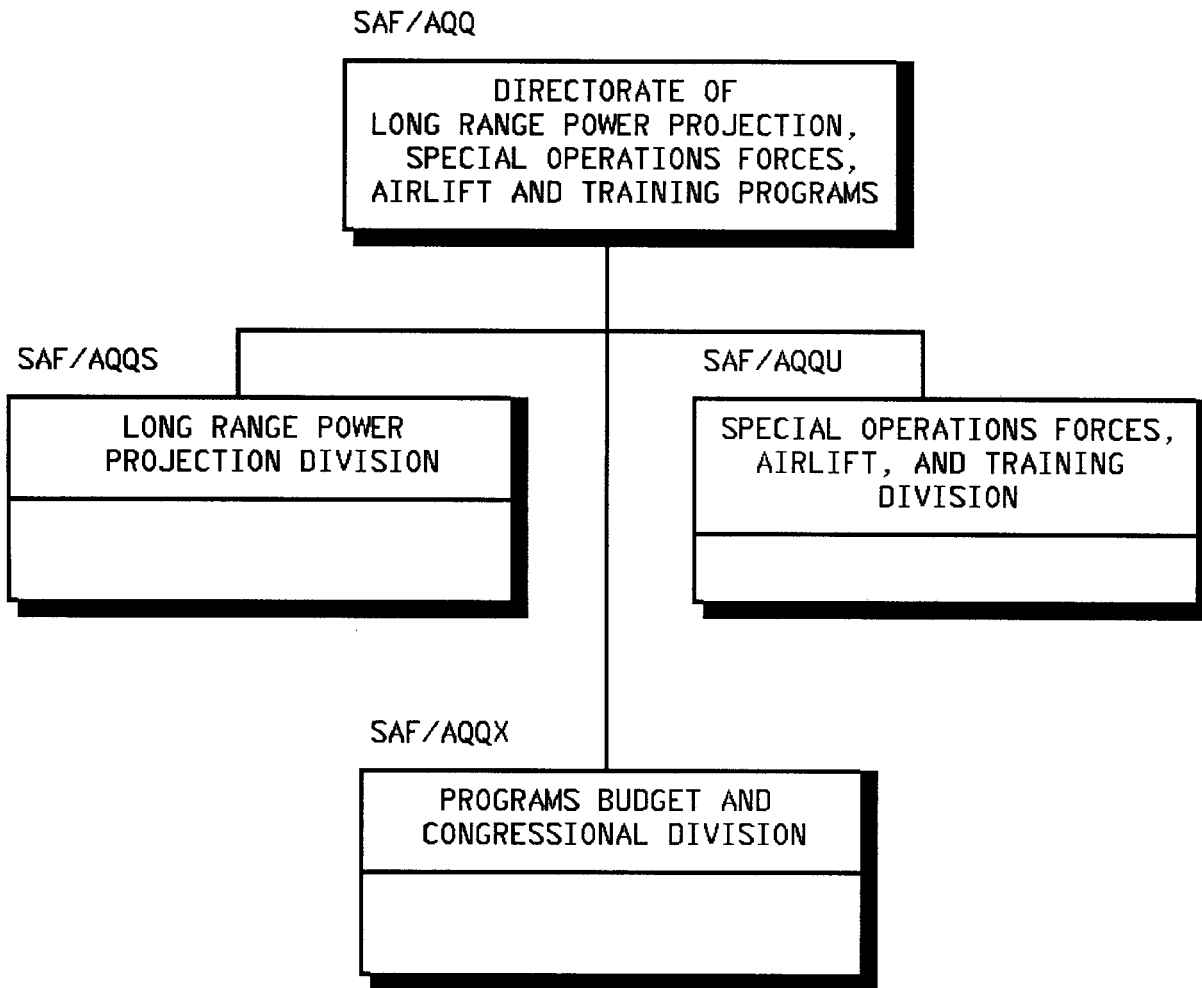
4.18.3.3. Ensures acquisition policy is implemented during acquisition strategy formulation of weapons programs.

4.18.3.4. Obtains Secretarial approvals of weapons Justification and Authorization requests.

4.18.3.5. Provides acquisition and technical support to the SECAF, Chief of Staff, and other Air Staff/SAF agencies.

4.18.3.6. Maintains liaison with, provides acquisition and technical support to, and coordinates with Army, Navy, and DoD.

Figure 4.4. Organization Chart for Long Range Power Projection, Special Operations Forces, Airlift and Training Programs.



4.19. Directorate of Long Range Power Projection, Special Operations Forces (SOF), Airlift and Training Programs (SAF/AQQ). The Directorate of Long Range Power Projection, Special Operations Forces (SOF), Airlift and Training Programs:

4.19.1. Functions as the Department of the Air Force FP for program needs expressed in MAJCOM validated SONs for Strategic, Special Operations Forces (SOF), airlift, training, and test and evaluation.

4.19.2. Is responsible for managing, monitoring, advocating, and providing program direction to field commands for strategic, SOF, airlift, training, and test and evaluation programs from inception through Program Management Responsibility Transfer (PMRT).

4.19.3. Is responsible for formulating the acquisition strategy and overall program plan, in conjunction with developing and using commands, for RDT&E programs from inception through appropriate major milestones.

4.19.4. Analyzes SONs provided by using commands and technical approaches provided by developing commands, to satisfy operational needs.

4.19.5. Is responsible for assessing cost/performance/risk tradeoffs for the development and acquisition cycle. Selects proposals and advocates best acquisition approach to the SECAF, Air Staff, OSD, and Congress.

4.19.6. Plans R&D efforts for future technological capabilities for new improved weapon systems.

4.19.7. Is the SAF/AQ POC for matters concerning Analytic Services Incorporated (ANSER).

4.20. Long Range Power Projection Division (SAF/AQQS). The Long Range Power Projection Division:

4.20.1. As Secretariat OPR, this Division:

4.20.1.1. Manages, monitors, advocates, and provides direction to field commands for Intercontinental Ballistic Missile (ICBM), strategic aircraft, nuclear weapon, and Air Force survivability programs, from inception through PMRT.

4.20.1.2. Is responsible for formulating the acquisition strategy and overall program plan, in conjunction with the developing and using commands, for ICBM, strategic aircraft, nuclear weapon, and Air Force survivability programs, from inception through PMRT.

4.20.1.3. Analyzes SONs provided by using commands and technical approaches provided by developing commands, to satisfy ICBM, strategic aircraft, nuclear weapon, and Air Force survivability program operational needs.

4.20.1.4. Is responsible for assessing cost/performance/risk tradeoffs for the development and acquisition of ICBM, strategic aircraft, nuclear weapon, and Air Force survivability programs. Selects proposals and advocates best acquisition approach to the Secretary of the Air Force (SECAF), Air Staff, OSD, and Congress.

4.20.1.5. Plans R&D efforts for future technological capabilities.

4.20.1.6. Advocates operational improvement (Class V modifications) to current weapon systems and subsystems.

4.20.1.7. Reviews all acquisition program documentation for survivability requirements on Air Force and Joint systems. Provides the co-chairperson for the Nuclear Hardness Steering Group.

4.20.1.8. Is the FP for the Air Force's relocatable target program.

4.20.1.9. Directs Air Force R&D efforts on nuclear weapon conception and feasibility studies, engineering development, related support equipment, and nuclear safety. Manages and coordinates Joint DoD and Department of Energy (DOE) programs in nuclear development for which the Air Force is the cognizant service for DoD.

4.20.1.10. Reviews Air Force needs for nuclear effects, research, and support. Advocates these needs to the Defense Nuclear Agency (DNA) when applicable. Monitors the DNAGI funded research and test program to satisfy Air Force validated needs for underground nuclear effects tests, high explosive tests, weapons effects research projects, and effects simulation testing.

4.20.1.11. Advises on all conventional issues involving strategic assets.

4.20.1.12. Prepares PMDs on assigned programs.

4.20.1.13. Submits budgetary information on assigned programs.

4.20.2. As Secretariat OCR, this Division maintains cognizance of the status, priority, and funding of operational requirements and Class V modifications to strategic aircraft, nuclear weapon, and Air Force survivability programs.

4.20.3. For the Assistant Secretary (Acquisition), this Division:

4.20.3.1. Advises on strategic aircraft systems and subsystems, strategic policy and concepts, and planning interaction with the SECAF, Air Staff, OSD, field commands, and other Government agencies.

4.20.3.2. Reviews strategic arms control proposals and advises on implications as they apply to strategic bomber aircraft, and nuclear weapons.

4.20.3.3. Evaluates and advocates concepts and improvements for strategic aircraft.

4.20.3.4. Oversees major modification programs and plans for integration of new systems into strategic missiles and aircraft.

- 4.20.3.5. Advises on all matters relating to nuclear weapons effects and system survivability.
- 4.20.3.6. Provides support to Air Force officers assigned to the DOE.
- 4.20.3.7. Supports the SAF/AQ member on the Nuclear Weapons Council Standing Group (NWCSG). Maintains liaison with the other Services, DoD agencies, and the DOE for required Nuclear Weapons Council activities.
- 4.20.3.8. Reviews and monitors Air Force requirements in the DoD Nuclear Weapons Development Guidance provided to the DOE.
- 4.20.3.9. Provides support for the Defense Science Board and the Air Force Scientific Advisory Board for studies relating to strategic missiles and aircraft, nuclear weapons development, and system survivability matters.
- 4.20.3.10. Translates Air Force planning guidance in long-range plans used to structure inputs to the PPBS.
- 4.20.3.11. Is the POC for ICBM, strategic aircraft, nuclear weapons, and Air Force survivability programs.
- 4.20.4. For the Directorate, this Division:
 - 4.20.4.1. Staffs and prepares responses to all Congressional inquiries relating to assigned programs.
 - 4.20.4.2. Maintains liaison with other Government agencies on assigned programs.
 - 4.20.4.3. Provides membership for elements of the Air Force Structure, as assigned by the Director.
 - 4.20.4.4. Develops taskings for the Nuclear Criteria Group Secretariat and provides staff support to this group.
 - 4.20.4.5. Reviews the nuclear survivability programs of system meeting Air Force Systems Acquisition Review Council (AFSARCs). Addresses survivability issues resulting from Joint Requirements Management Board (JRMB) program reviews.
 - 4.20.4.6. Provides guidance and technical support to Air Force activities on DOE technology programs.
- 4.20.5. Other responsibilities of this Division are to keep up-to-date with current technology, DoD objectives, operational objectives, advanced system concepts, projects of other Government agencies, current and projected enemy threats, technical and conceptual studies, principles of war, and operational criteria.

4.21. Special Operations Forces (SOF), Airlift and Training Division (SAF/AQQU). The Special Operations Forces (SOF), Airlift and Training Division:

- 4.21.1. As Secretariat OPR, this Division:
 - 4.21.1.1. Manages, monitors, advocates, and provides direction to field commands for airlift, AFMC technical services, Air Education and Training Command (AETC) programs, and SOF programs from inception through PMRT.
 - 4.21.1.2. Is responsible for formulating the acquisition strategy and overall program plan, in conjunction with the developing and using commands, for airlift, AFMC technical services, AETC programs, and SOF programs from inception through PMRT.
 - 4.21.1.3. Analyzes SONs provided by using commands and technical approaches provided by developing and using commands, for airlift, AFMC technical services, AETC operational needs, and SOF operational needs.
 - 4.21.1.4. Is responsible for assessing cost/performance/risk tradeoffs for the development and acquisition of airlift, AFMC technical services, AETC programs and SOF programs. Selects proposals and advocates the best acquisition approach to the SECAF, Air Staff, the Office of the Secretary of Defense (OSD), and Congress.
 - 4.21.1.5. Plans R&D efforts for future technological capabilities.

4.21.1.6. Advocates operational improvement (Class V modifications) programs that fulfill specific operational requirements within airlift, AFMC technical services, AETC programs, and SOF programs.

4.21.1.7. Prepares PMDs on assigned programs.

4.21.1.8. Submits budgetary information on assigned programs.

4.21.2. As Secretariat OCR, this Division maintains cognizance of the status, priority, and funding of operational requirements and Class V modifications to airlift, AFMC technical services, AETC programs, and SOF programs.

4.21.3. For the Assistant Secretary (Acquisition), this Division:

4.21.3.1. Monitors current programs and future initiatives as they apply to SOF airlift and training missions.

4.21.3.2. Accomplishes the SOF and mobility portion of RDT&E mission area analysis.

4.21.3.3. Performs advanced planning to air assimilation of new systems and subsystems into airlift, AFMC technical services, AETC programs, and SOF programs.

4.21.3.4. Responsible for systems supporting SOF that include electronic countermeasures, armament, aerial delivery, recovery equipment, and materials handling equipment.

4.21.3.5. Monitors modifications to SOF, airlift and training aircraft to ensure accomplishment.

4.21.3.6. Provides technical support and expertise in areas concerning SOF, airlift, and training application.

4.21.3.7. Translates Air Force planning guidance into long-range plans used to structure inputs to the PPBS.

4.21.4. For the Directorate, this Division:

4.21.4.1. Provides membership on the SOF and Mobility Panel.

4.21.4.2. Monitors basic research and exploratory or advanced development activities to determine potential use for SOF, airlift, AFMC technical service, AETC programs and SOF programs.

4.21.4.3. Is the POC for advanced concepts and innovations for new and improved SOF, airlift, and training programs.

4.21.4.4. Accomplishes interservice and Government agency liaison for assigned programs.

4.21.4.5. Prepares and coordinates Congressional inquiries and requests for information on assigned programs.

4.21.4.6. Provides technical support to other Air Force agencies.

4.21.5. Other responsibilities of this Division are to keep up-to-date with current technology, DoD objectives, advanced system concepts, projects of other Government agencies, current and projected enemy threats, technical and conceptual studies, principles of war, and operational criteria.

4.22. Programs, Budget and Congressional Division (SAF/AQQX). For the Directorate, the Programs, Budget and Congressional Division:

4.22.1. Integrates all SAF/AQQ multi-division taskings.

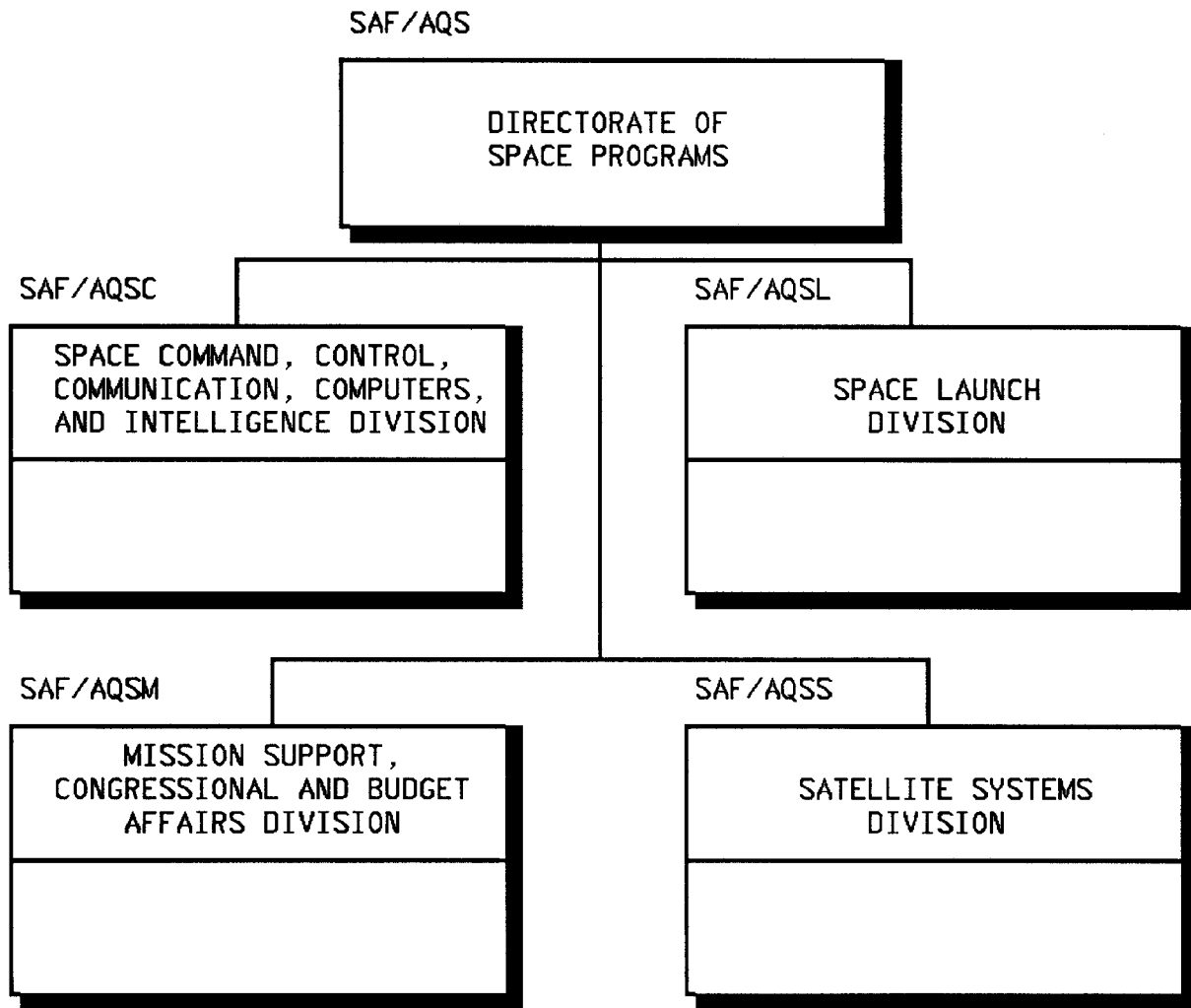
4.22.2. Is POC for program and budget matters.

4.22.3. Prepares inputs to USAF POM and budget exercises.

4.22.4. Prepares position on unfunded requirements and identifies funding sources as required.

- 4.22.5. Provides representation for committees and working groups on matters of acquisition policy, management, procedural problems, external interfaces, and requirements.
- 4.22.6. Is POC for Congressional matters including testimony review and Inserts for the Record.
- 4.22.7. Is the FP for public affairs.
- 4.22.8. Is the FP for requirements documents and issues.

Figure 4.5. Organization Chart for the Directorate of Space Programs.

**4.23. Directorate of Space Programs (SAF/AQS).** The Directorate of Space Programs:

4.23.1. Is the Air Force Secretariat OPR for the management of space, satellite and strategic command, control, communications, computers and intelligence (C4I), and strategic defense related research, development, and acquisition (RD&A) activities.

4.23.2. Provides guidance and management direction to major Air Force commands on the research, development, acquisition, integration of space, satellite and strategic C4I, and strategic defense programs. Provides Program Management Agreements equivalent to program management direction on Ballistic Missile Defense (BMD) programs executed by the Air Force.

4.23.3. Evaluates and defends space, satellite and strategic C4I, and BMD program budgets to Air Force, OSD, Congress, and other Government agencies as required.

4.23.4. Is liaison with other Government agencies on Air Force space, satellite and strategic C4I, and BMD programs. Serves as special advisor to OSD C4I Review Council.

4.23.5. Instructs subordinate agencies on development and interpretation of BMD programs and space/space-related policy. Participates in planning groups and special studies and provides an interface to the Air Force Scientific Advisory Board.

4.23.6. Serves as the single Air Force FP for BMD matters, and interfaces with the Ballistic Missile Defense Office (BMDO) in accordance with DoD Directive 5141.5.

4.23.7. Administers Air Force responsibilities for DoD Space Launch assigned to the Air Force by DoD Directive 5160.32, *Development of Space Systems*. Also co-chairs the Secretary of Air Force's Space Launch Advisory Group.

4.23.8. As Air Force Secretariat Office of Primary Responsibility (OPR), this Directorate:

4.23.8.1. Advises Air Force leaders on interpretation and application of policy to development and testing of space programs.

4.23.8.2. Participates in Air Force, DoD, and Nation Space Policy Formulation.

4.23.8.3. Directs multi-command, cross-program assessments to determine system solutions to complex requirements.

4.23.8.4. Supports SAF/SX and SAF/SN on space policy issues.

4.23.8.5. Performs coordination and liaison with all elements of the National Security establishment.

4.23.8.6. Provides information, support, and response to Congressional questions on long-range plans and policy formulation/implementation.

4.23.8.7. Writes speeches and articles concerning space plans and policies for presentation by the military Deputy and other military personnel.

4.23.8.8. Provides technical guidance and assistance to the USAF Scientific Advisory Board (AF/SB) on space and BMDO related studies.

4.23.8.9. Represents SAF/AQ on space-related arms control matters.

4.23.8.10. Provides guidance and technical direction to RAND Corp Project Air Force studies, the Air Force Studies and Analyses Agency on studies affecting space capabilities and force structure, ANSER Corp for policy support and National Scientific Research Corp for Space Plans and advance studies development.

4.23.8.11. Reviews space related speeches and articles for security and policy implications and for public release.

4.24. Space Command, Control, Communications, Computers, and Intelligence (C4I) Division (SAF/AQSC). The Space Command, Control, Communications, Computers, and Intelligence (C4I) Division:

4.24.1. As Secretariat OPR, this Division:

4.24.1.1. Is responsible for the development and acquisition of programs in the areas of space control, intelligence dissemination, missile tactile warning/characterization, and attack assessment and for programs executed by the Air Force as agent for BMDO.

4.24.1.2. Is responsible for the advanced and engineering development for all assigned programs.

4.24.1.3. Prepares and defends plans and budget estimates for assigned programs.

4.24.1.4. Provides technical information and guidance to Air Force organizations.

4.24.1.5. Interfaces with selected PEOs responsible for execution of assigned major programs.

4.24.2. For the Assistant Secretary (Acquisition), this Division:

4.24.2.1. Provides information, support, and responses to Congressional questions on matters relating to assigned programs and responsibilities.

4.24.2.2. Provides technical and financial data and support required by the planning, programming, and budget-related activities of the assigned programs.

4.24.2.3. Reviews acquisition plans and requests for determination and findings to assess technical validity and adherence to approved programs.

4.24.2.4. Reviews, participates in, or sponsors all program reviews (e.g., Air Force Systems Acquisition Review Council (AFSARC), OSD DAB and Joint Requirement Oversight Council (JROC)) on matters relating to assigned programs and responsibilities.

4.24.2.5. Provides all DAB documentation on major programs.

4.24.2.6. Maintains Special Compartmental Information (SCI) facilities for selected SAF/AQS programs.

4.24.3. For the Directorate, this Division:

4.24.3.1. Provides technical information and guidance on all assigned programs to Air Force organizations.

4.24.3.2. Maintains knowledge of supporting technology efforts of other services and agencies and coordinates efforts to avoid duplication.

4.24.3.3. Prepares, coordinates, and maintains programs management directives for assigned Air Force programs. Prepares, coordinates, and negotiates Program Management Agreements with the BMDO.

4.24.3.4. Reviews and comments on all documentation relating to assigned programs including plans, munitions cases, testimony, speeches, SONs. Accomplishes organizational coordination as required.

4.24.3.5. Initiates and participates in all mission area master planning.

4.24.3.6. Maintains liaison and coordinates with other military services, joint service organization, federal agencies and foreign governments as required for assigned programs.

4.24.3.7. Serves as single POC for BMDO interface.

4.25. Space Launch Division (SAF/AQSL). The Space Launch Division:

4.25.1. As Secretariat OPR, this Division:

4.25.1.1. Is responsible for the development and acquisition of programs in the areas of space launch, orbital control, operation of space launch and control systems/facilities. Functions similarly for space test programs.

4.25.1.2. Is responsible for the advanced and engineering development for all assigned programs.

4.25.1.3. Is responsible for integrated weapon systems management for all assigned programs.

4.25.1.4. Prepares and defends plans and budget estimates for assigned programs.

4.25.1.5. Provides technical information and guidance to Air Force organizations.

4.25.1.6. Determines requirements for construction of assigned program facilities and coordinates the necessary staff action.

4.25.1.7. Interfaces with NASA and coordinates joint USAF/NASA technology efforts.

4.25.2. For the Assistant Secretary (Acquisition), this Division:

4.25.2.1. Provides information, support, and responses to Congressional questions on matters relating to assigned programs and responsibilities.

4.25.2.2. Provides technical and financial data and support required by the planning, programming, and budget related activities of assigned programs.

4.25.2.3. Reviews acquisition plans and requests for Determinations and Findings to assess technical validity and adherence to approved programs.

4.25.2.4. Reviews, participates in, or sponsors all program reviews (e.g. Air Force Systems Acquisition Review Council (AFSARC) and DAB) on matters relating to assigned programs and responsibilities.

4.25.2.5. Provides all DAB documentation on major programs.

4.25.2.6. Reviews the research and development (R&D) efforts of the NASA and the Department of Commerce (DOC).

4.25.2.7. Reviews NASA's launch systems development programs; serves as POC for USAF R&D requirements; and coordinates the implementation of Air Force requirements in NASA programs.

4.25.3. For the Directorate, this Division:

4.25.3.1. Provides technical information and guidance on all assigned programs to Air Force organizations.

4.25.3.2. Maintains knowledge of supporting technology efforts of other services and agencies and coordinates efforts to avoid duplication.

4.25.3.3. Prepares, coordinates, and maintains PMDs for assigned programs.

4.25.3.4. Reviews and comments on all documentation relating to assigned programs, including plans, munition cases, testimony, speeches, Mission Need Statements (MNS), and other material. Accomplishes organizational coordination as required.

4.25.3.5. Initiates and participates in all mission area master planning.

4.25.3.6. Maintains liaison and coordinates with other military services' joint service organizations, Federal agencies and foreign governments, as required, for assigned programs.

4.25.3.7. Writes speeches and articles concerning space plans and policies for presentation by the military Deputy and other military personnel.

4.25.3.8. Provides technical guidance and assistance to the USAF Scientific Advisory Board (AF/SB) on space and BMD-related studies.

4.25.3.9. Represents SAF/AQ on space-related arms control matters.

4.25.3.10. Provides guidance and technical direction to RAND Corporation Project Air Force studies, the Air Force Studies and Analyses Agency on studies affecting space capabilities and force structure, ANSER Corp for policy support and National Scientific Research Corp for space plans and advance studies development.

4.25.3.11. Reviews space-related speeches and articles for security and policy implication and for public release.

4.26. Mission Support, Congressional and Budget Affairs Division (SAF/AQSM). The Mission Support, Congressional and Budget Affairs Division:

4.26.1. As Secretariat OPR, this Division serves as the Air Force OPR for Space Budget program data and analysis.

4.26.2. For the Assistant Secretary (Acquisition), this Division:

4.26.2.1. Represents the Secretariat on the Space and C4I Resource Allocation Team for all Air Force Space Acquisition Programs with the POM and Budget Estimate Submission (BES) exercises.

4.26.2.2. Prepares and coordinates testimony for the Secretary for presentation before Congress on AF Space programs and related issues.

4.26.3. For the Directorate, this Division:

4.26.3.1. Provides the Directorate focal point (FP) for all Congressional matters to include development of SAF/AQS Congressional game plans, preparation of Director testimony, statements, and inserts for the record; preparation of posture statement inputs; and other related activities.

4.26.3.2. Maintains financial oversight of all programs assigned to the Directorate. This includes serving as Directorate liaison with financial management offices from other organizations; coordination, review and integration of all Directorate program justification documents; serving as the Directorate FP for all Program Decision memoranda and program budget decisions; analysis of program execution; integration for Directorate unfunded requirement process; and financial performance of Air Force executed BMDO funded programs.

4.26.3.3. Provides the Directorate FP for program management policy and direction. This includes maintaining continuing oversight of program management direction; integration of Directorate program priorities; and coordination of other program management matters of Directorate-wide applicability.

4.26.3.4. Provides the Directorate FP for Public Affairs matters.

4.26.3.5. Serves as the Directorate FP for all export and munition case reviews.

4.26.3.6. Serves as the Directorate FP for management of assigned technical serves contract resources.

4.26.3.7. Provides the Directorate with oversight of ADP and communication requirements and resources.

4.26.3.8. Reviews and comments on documentation relating to assigned programs, including plans, speeches, SONs, MNS, and Operational Requirements Documents (ORDs).

4.27. Satellite Systems Division (SAF/AQSS). The Satellite Systems Division:

4.27.1. As Secretariat OPR, this Division:

4.27.1.1. Is responsible for the acquisition and life cycle support of space communication, navigation, environmental (weather) sensing/forecasting, and surveillance systems, associated mission C2 elements.

4.27.1.2. Is responsible for R&D activities during concept exploration, demonstration and validation, engineering and manufacturing, modification, and life cycle sustainment of all assigned programs.

4.27.1.3. Is responsible for integrated weapon systems management for all assigned programs.

4.27.1.4. Prepares and defends plans and budget estimates for assigned programs.

4.27.1.5. Determines requirements for program-related construction and coordinates as necessary within the Headquarters.

4.27.1.6. Provides technical information and directions to Air Force organizations and assigned joint program offices.

4.27.1.7. Provides representation of Federal, Defense Agency, Intelligence Community, and Joint Staff panels and committees within area of responsibility.

4.27.1.8. Is responsible for the joint-service Defense Meteorological Satellite Program (DMSP), and NAVSTAR Global Positioning System (GPS) and acts as executive agent interface for DMSP and GPS with Department of Defense (DoD) agencies and coordinates the DMSP with meteorological activities of NASA and the National Oceanic and Atmospheric Administration (NOAA).

4.27.1.9. Serves as the Air Force representative to the Joint Environmental Satellite Coordinating Group (JESCG) for technology and application pertaining to measurements for atmospheric, space oceanographic, and terrestrial environments.

4.27.1.10. Interfaces with the National Weather Service and the Federal Aviation Administration and coordinates joint DoD/DOC/DOT (Department of Transportation) weather systems technology efforts.

4.27.1.11. Serves as DoD executive agent for acquisition for the Air Force Satellite Communications (AFSATCOM) System space, airborne terminal, and network control segments, the Defense Satellite Communications Systems (DSCS) space segment, and the Milstar space, control and Command Post terminal segments (fixed, transportable, and airborne). Represents Air Force at the DSCS Program Office Steering Committee and the OSD Military Satellite Communications (MILSATCOM) Management Review Group (MMRG).

4.27.1.12. Provides acquisition oversight and program direction to USAF Space Based Tactical Warning and Attack Assessment surveillance systems: The Defense Support Program (DSP) and the Follow-on Early Warning System (FEWS).

4.27.2. For the Assistant Secretary (Acquisition), this Division:

4.27.2.1. Provides information, support, and responses to Congressional questions on program content, status, funding requirements and budget related activities of assigned programs.

4.27.2.2. Provides technical and financial data and support required by the planning, programming, and budget related activities of assigned programs.

4.27.2.3. Reviews, participates in, or sponsors all Headquarters program reviews (e.g., Air Force Systems Acquisition Review Council (AFSARC) and DAB) on matters relating to assigned programs and responsibilities.

4.27.2.4. Reviews requests for Determination and Finding to assess technical validity and adherence to approved programs.

4.27.2.5. Provides all DAB documentation on major programs.

4.27.3. For the Directorate, this Division:

4.27.3.1. Maintains knowledge of supporting technology efforts of other services and agencies and coordinates efforts to avoid duplication.

4.27.3.2. Prepares, coordinates, and maintains PMDs for assigned programs.

4.27.3.3. In coordination with AF/XO, reviews program requirements documents for currency and appropriateness, directs field to review and revalidate requirements as threat and mission content change.

4.27.3.4. Reviews Test and Evaluation Master Plan to ensure that satisfaction of program requirements can be assessed.

4.27.3.5. Reviews Acquisition Program Baseline documents to ensure correlation of requirements, program direction, testing, and budgetary constraints.

4.27.3.6. Recommends disposition of munitions, security, and security and policy review cases within assigned mission and technology areas.

4.27.3.7. Reviews MNS and Statements of Operational Need (SONs) for related, top-level needs statements for mission area applicability, materiel needs justification, and capability required overlap with existing or planned systems.

4.27.3.8. Directs the Air Force Program Review Summit process on assigned programs prior to all milestone decisions and whenever requested by AQ.

4.27.3.9. Prepares testimony, speech inputs, posture hearing issue papers, reports to the Congress, and information papers for the White House, DoD principals, and other members of the Executive Branch.

4.27.3.10. Leads a headquarters team in the coordinated direction of all assigned programs beyond the Milestone 1 decision phase.

4.27.3.11. Assists and advises AF/XOR and AF/SC on pre-milestone and milestone 0 programs, concept exploration, mission area development, mission area road maps, and architectural definition activities.

4.28. Directorate of Science and Technology (SAF/AQT). The Directorate of Science and Technology as Secretariat OPR:

4.28.1. Advocates Air Force interests relating to the Science and Technology Program, including the National Aero Space Plane (NASP) program.

4.28.2. Monitors execution of the Air Force Science and Technology Program.

4.28.3. Provides broad policy and guidance, and performs overall Air Force staff oversight of the Science and Technology Program.

4.28.4. Maintains liaison with other Government agencies and organizations for the Air Force Science and Technology Program.

4.28.5. Is the primary technical FP for cooperative international technology programs.

4.28.6. Provides technical information, guidance, and support to Air Staff organizations, Air Force Secretariat, OSD and Congress on the Science and Technology Program.

4.28.7. Ensures that Air Force Science and Technology Program is properly planned, programmed, coordinated, and executed.

4.28.8. Develops and provides program management direction for Science and Technology programs.

4.28.9. Reviews and provides comment on documentation which relates to program of responsibility. Documentation includes plans, testimony, speeches, and all other Air Force generated documents that address the overall Air Force Science and Technology Program.

4.28.10. Interfaces with the Air Force Materiel Command on the Science and Technology Program.

4.28.11. Provides the Program Element Monitors (PEMs) for the 6.1, 6.2, and 6.3 Advanced Technology Development categories and for selected 6.4 and 6.5 programs.

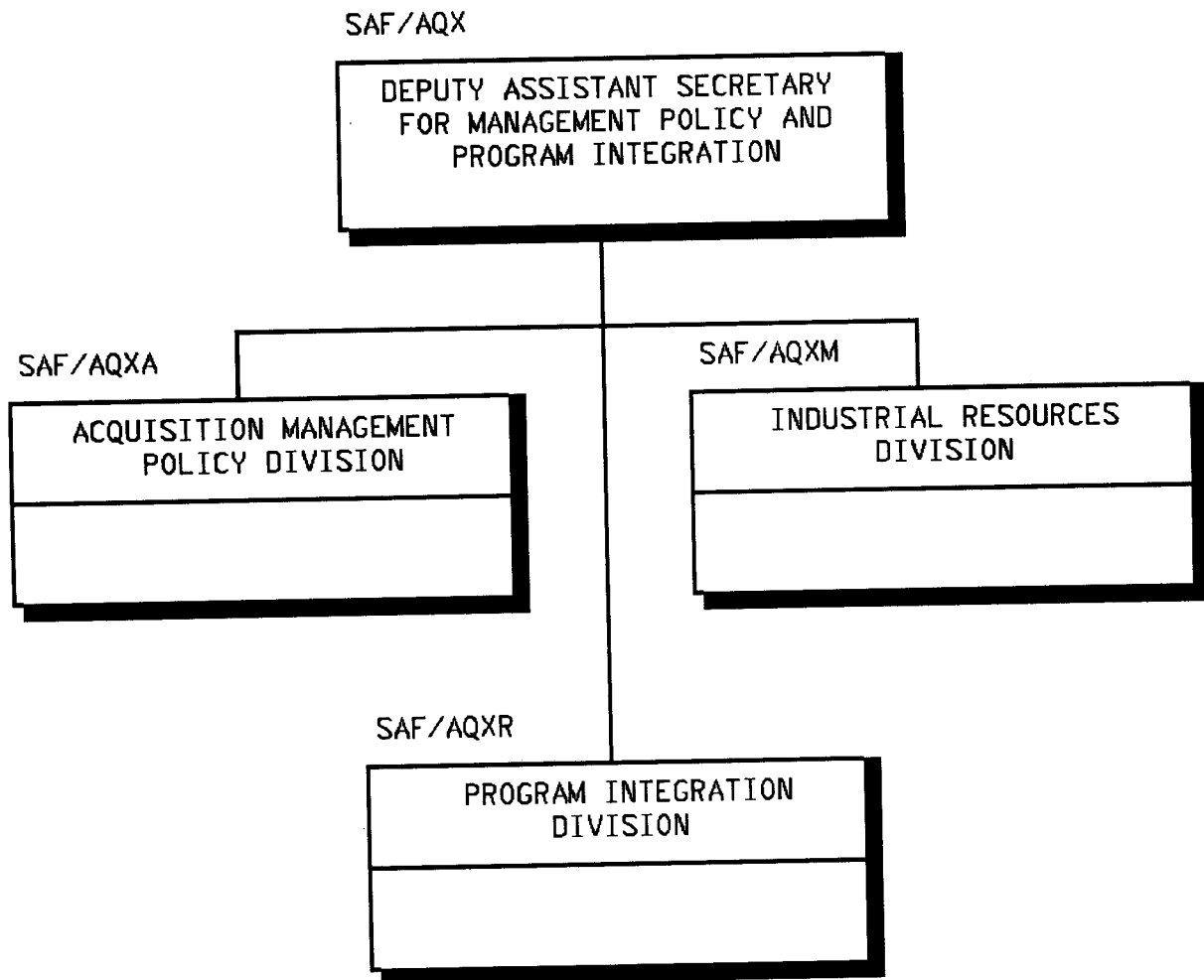
4.28.12. Is responsible for the Air Force Scientific and Technical Information (STINFO) Program and the Domestic Technology Transfer (DTT) program.

4.28.13. Reviews and approves technology related documentation for public release.

4.28.14. Reviews and approves technology related munition cases.

4.28.15. Is responsible for the Air Force Manufacturing Technology (MANTECH) Program.

Figure 4.6. Organization Chart for the Deputy Assistant for Management Policy and Program Integration.



4.29. Deputy Assistant Secretary for Management Policy and Program Integration (SAF/AQX). The Deputy Assistant Secretary for Management Policy and Program Integration:

- 4.29.1. Plans, programs, and analyzes all aspects of the acquisition system.
- 4.29.2. Translates current and future year acquisition requirements into a balanced program that reflects guidance on operational needs, force structure, and funding constraints.
- 4.29.3. Integrates all programs individually managed by other SAF/AQ Directorates to achieve the best Air Force acquisition program mix.
- 4.29.4. Develops and implements plans, policies, and procedures related to Air Force research, development, test and evaluation (RDT&E), missile and aircraft procurement, system acquisition management, budget formulation, and program planning.
- 4.29.5. Evaluates the performance of Air Force R&D programs in meeting acquisition requirements.
- 4.29.6. Serves as the Air Force advocate for the DoD acquisition streamlining initiative.
- 4.29.7. Serves as the Director for Air Force Contracted Advisory and Assistance Services (CAAS) and as such directs and is accountable for Department of the Air Force CAAS programs. Establishes and manages CAAS policy and programs, taking

action as appropriate to ensure Air Force-wide compliance; ensures the quality of Air Staff CAAS reporting and contract management and budgeting services.

4.29.8. Serves as the Air Force FP for acquisition pollution prevention. Develops and establishes policy to ensure acquisitions are manufactured, fielded, and disposed of in an environmentally acceptable manner.

4.29.9. Directs Air Force policy development affecting production activities. Advocates the incorporation of manufacturing objectives into the weapon system acquisition process and advises senior Air Force and OSD management on adequacy.

4.29.10. Develops and establishes quality assurance policy for design, development, and production to ensure that quality products and services are provided to the user. Assesses the effectiveness of the Air Force Quality Assurance Program in the acquisition process.

4.29.11. Maintains active relationship with industrial officials, associations, other Federal agencies, state and local governments, and academic institutions to obtain participation in and understanding of Air Force manufacturing, quality assurance, and industrial pollution prevention policies and programs.

4.30. Acquisition Management Policy Division (SAF/AQXA). The Acquisition Management Policy Division:

4.30.1. Implements DoD, SAF/AQ, and Air Force acquisition policy by development, publication, and update of Air Force policy directives, instructions, and SAF/AQ policy memos.

4.30.2. Manages the Program Management Directive System.

4.30.3. Manages the Acquisition Program Baseline System.

4.30.4. Functions as the Air Force Systems Acquisition Review Council (AFSARC) Secretariat and supports Defense Acquisition Board (DAB) proceedings.

4.30.5. Issues policy on Federal Funded Research and Development Center (FFRDC) matters and is responsible for monitoring and establishing ceilings for members of the technical staff (MTS) for each Air Force-sponsored FFRDC.

4.30.6. Reviews and tracks the General Accounting Office (GAO), DoD Inspector General, Air Force Audit Agency, and Air Force Inspector General audits and inspections.

4.30.7. Manages the Air Force Internal Controls Program within SAF/AQ.

4.30.8. Develops policy for and is the Air Force point of contact (POC) for Integrated Weapon System Management (IWSM).

4.30.9. Develops policy for the Rapid Response Process and is the Executive Secretary for the Rapid Response Process Council.

4.30.10. Develops and conducts the Acquisition Action Officer School (AAOS), and authors the Program Element Monitor/Action Officer (PEM/AO) Handbook.

4.30.11. Develops and maintains acquisition program execution documentation, to include the Air Force Program List, the PEO portfolio, and the SAF/AQ program database.

4.30.12. Develops acquisition program reporting policy and is responsible for matters pertaining to the Selected Acquisition Reports (SARs), Congressional (Nunn/McCurdy) reporting, Defense Acquisition Executive Summary (DAES), and the Monthly Acquisition Report (MAR).

4.30.13. Conducts the Acquisition Program Review Board (APRB) to prepare the Air Force Acquisition Executive for OSD-level review boards.

4.30.14. Supports and implements OSD and Air Force acquisition reform initiatives, including OSD and Air Force Pilot Programs.

4.30.15. Develops and promulgates policy for and exercises executive authority over the Air Force-wide CAAS program in order to validate requirements, monitor contract performance, reduce duplications, and optimize the use of CAAS. Performs all CAAS related PPBS activities.

4.30.16. Is the POC for SAF/AQ support contracts.

4.30.17. Represents SAF/AQ for Cost and Operational Effectiveness Working Groups.

4.30.18. Coordinates milestone decisions with AF/XOR.

4.30.19. Coordinates on weapon system modification policy with AF/LGM.

4.31. Industrial Resources Division (SAF/AQXM). The Industrial Resources Division:

4.31.1. Develops, reviews, and coordinates policy affecting quality in design, R&D, production, delivery, maintenance, and support to ensure acceptable products are provided to the user.

4.31.2. Reviews acquisition planning and ensures the incorporation of manufacturing, industrial base, quality assurance, and pollution prevention objectives into the program acquisition strategy. Participates in acquisition strategy panels, procurement review panels, source selection plan approval and Source Selection Advisory Committee as requested/delegated. Advises senior Air Force and OSD leadership on advisability to proceed.

4.31.3. Assesses the effectiveness of quality assurance in Air Force acquisition.

4.31.4. Establishes policy and support for Air Force industrial productivity and quality improvement initiatives to include Variability Reduction Process, Concurrent Engineering, Value Engineering, and Work Measurement.

4.31.5. Provides technical advice to Air Force and industry personnel on manufacturing and quality issues related to process technology, transition to production, technical risk assessment, applications of systems engineering process, statistical process control, and design for producibility.

4.31.6. Develops policy for and directs Air Force planning to establish Government investment strategy for industrial resources. Authors policy and directs the implementation of programs to identify Air Force needs for industrial capability to support peacetime and mobilization needs and directs the implementation of industrial mobilization activity. Works with OSD, Department of Commerce (DOC), Federal Emergency Management Agency, Office of Management and Budget (OMB), and Congress to establish national goals and the Air Force role. Monitors industrial preparedness planning and actions.

4.31.7. Develops Air Force policy and directs implementation for industrial responsibilities under the Defense Production Act. Manages all Air Force matters involving the administration of the Defense Priorities and Allocations System. Represents the Air Force to the DOC and industry for resolution of production difficulties resulting from material shortages or lack of production capacity.

4.31.8. Manages the Industrial Preparedness Program Element PE 070811F. Advocates the sub-elements of this program which forms the nucleus of the Air Force Industrial Base Program. Interfaces with OSD, OMB, and the Congress to support the Air Force position.

4.31.9. Develops policy and directs the management activity for Air Force-owned industrial facilities and equipment. Recommends retention, disposal, or modernization of industrial assets. Approves Air Force business strategy for affecting disposal of industrial resources. Supports decisions with OSD, OMB, Defense Logistics Agency (DLA), and the Congress. Develops strategy with GSA for disposal actions.

4.31.10. Develops and provides the Air Force position to OSD on direct foreign investment in the U.S., investigating mergers, takeovers and acquisitions and evaluating technical data to determine whether such transactions will impair national security and/or result in technology transfer.

- 4.31.11. Prepares and maintains specifications and standards related to manufacturing and quality assurance.
- 4.31.12. Provides policy support for the management and training of Air Force manpower resources assigned to the manufacturing and quality assurance career areas.
- 4.31.13. Manages the pollution prevention program for the Air Force acquisition community, focusing on new and existing weapon systems. Provides policy support for the management of hazardous materials by Single Managers. Develops guidance on the integration of system safety and the environmental impact assessment process into the system engineering functions of Single Managers. Co-chairs (with HQ USAF/LGMM) the HQ Air Force Environmental Protection Committee's Pollution Prevention Subcommittee. Manages the Ozone Depleting Chemical Waiver Approval process for the Air Force, including chairing the Air Force Waiver Review Team.

4.32. Program Integration Division (SAF/AQXR). The Program Integration Division:

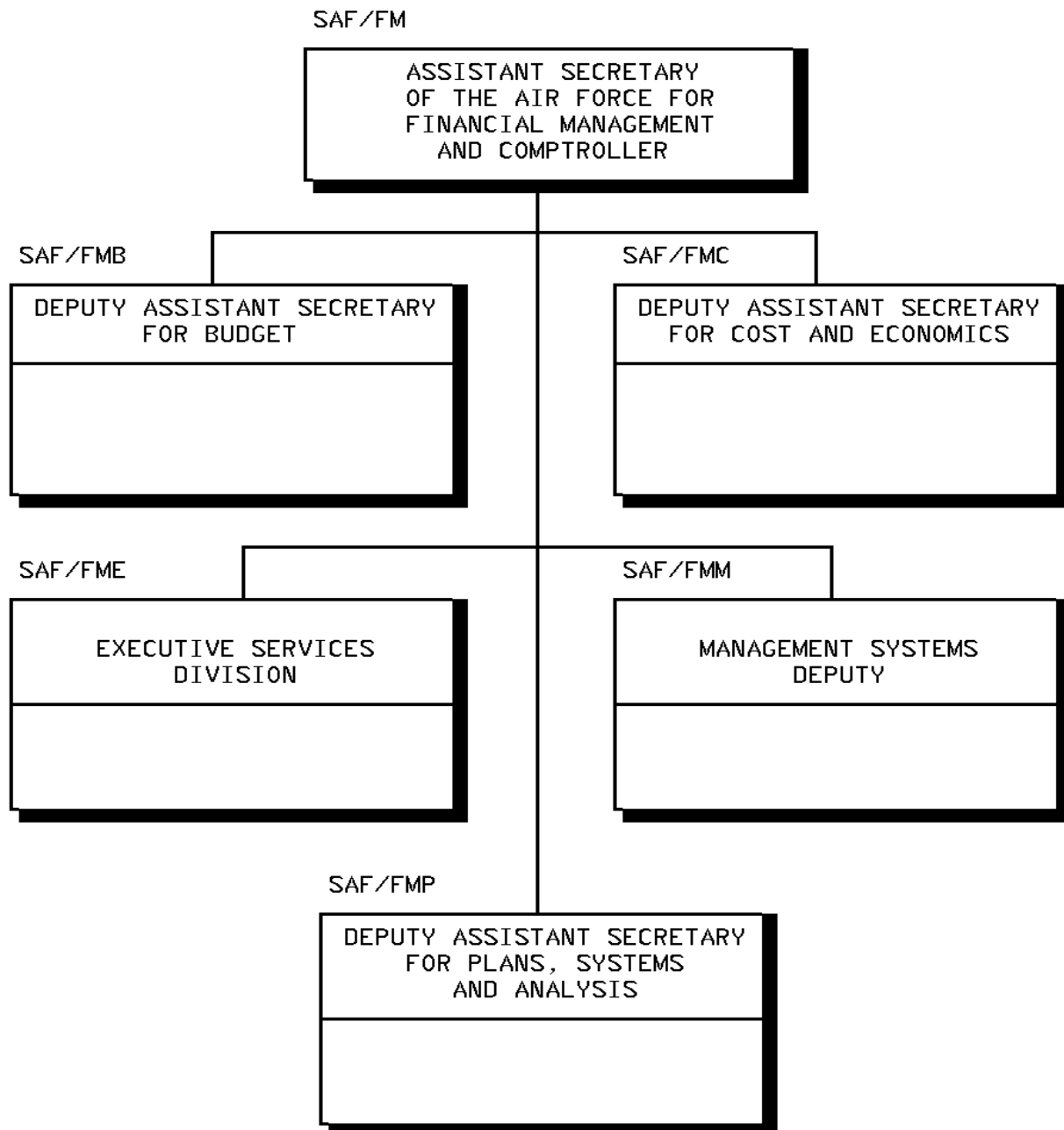
- 4.32.1. Evaluates the impact of programmatic and policy changes on Air Force investment programs.
- 4.32.2. Coordinates SAF/AQ participation in the PPBS leading to Program Objective Memorandum, Budget Estimate and President's Budget submissions.
 - 4.32.2.1. Serves as the SAF/AQ FP for AF/PE and SAF/FM in relaying exercise guidance and Program Budget Decision (PBD) packages to mission area directors.
 - 4.32.2.2 Tracks and reports on exercise and PBD status and decisions.
 - 4.32.2.3. Prepares documentation supporting Program Objective Memorandum, Budget Estimate and President's Budget submissions.
 - 4.32.2.4. Performs analyses and studies to assess trends and impacts of budget exercises and PBDs.
 - 4.32.2.5. Co-chairs the Materiel resource allocation team responsible for programming S&T, core acquisition activities, and central logistics functions.
- 4.32.3. Is the functional manager for the RDT&E, aircraft procurement, and missile procurement appropriations.
 - 4.32.3.1. Ensures compliance with statute, Congressional direction, and OSD and Air Force policy associated with these appropriations. Works with SAF/FM, AF/LG, and other staff agencies on financial issues involving appropriated funds.
 - 4.32.3.2. Issues program and procurement authorizations (PAs). Monitors and reports obligation, expenditure, and withhold status.
 - 4.32.3.3. Coordinates SAF/AQ staff activity to validate, source, and process reprogramming actions.
 - 4.32.3.4. Provides expert assistance, information distribution and training support on financial management policies and laws pertaining to these appropriations. Assists program element monitors (PEMs) in working financial issues with OSD(C) and SAF/FM budget analysts.
- 4.32.4. Serves as the FP for Congressional activities involving the Air Force Acquisition Executive and weapon system acquisition programs.
 - 4.32.4.1. Serves as the SAF/AQ FP to SAF/FML and SAF/LLW.
 - 4.32.4.2. Prepares the Assistant Secretary to testify before Congress. This includes writing statements, preparing study books, and orchestrating "skull" sessions with the mission area directors.
 - 4.32.4.3. Processes transcripts, inserts for the record, and inquiries. Also maintains a library of Congressional acts, reports, directories, testimonies, transcripts, inserts, and inquiries to support research on Congressional activities.

- 4.32.4.4. Provides current status and publishes summaries of Congressional committee and conference marks and reports related to weapons systems acquisition and investment appropriations.
- 4.32.5. Manages the SAF/AQ programming and financial management computer support site.
 - 4.32.5.1. Operates the equipment linking SAF/AQ with the Air Staff programming and financial management mainframe computer systems and serves as the SAF/AQ liaison to the Air Force Pentagon Communications Agency (AFPCA).
 - 4.32.5.2. Performs computer data queries and provides information products to customers throughout SAF/AQ.
- 4.32.6. Serves as the SAF/AQ "Joint Reader" for JCS-related correspondence.
- 4.32.7. Serves as the SAF/AQ FP for coordinating Defense Management Review reports and initiatives.
- 4.32.8. Serves as the SAF/AQ representative on the Operating Budget Review Group (OBRG).
- 4.32.9. Utilizes operations research and other mathematical techniques to explore potential solutions to acquisition issues, employing existing techniques and sources to the maximum extent practicable.
- 4.32.10. Serves as the FP for working with the Air Force Materiel Command (AFMC) plans and programs and financial management staffs.
- 4.32.11. Provides a day-to-day link with mission area management support offices.

Chapter 5

**ASSISTANT SECRETARY OF THE AIR FORCE
FINANCIAL MANAGEMENT AND COMPTROLLER**

Figure 5.1. Organization Chart for the Assistant Secretary of the Air Force for Financial Management and Comptroller.



5.1. Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM). The Assistant Secretary:

★5.1.1. Pursuant to Title 10, United States Code (U.S.C.), Sections 8014(c)(1), 8016(b)(3), 8022 and 135(c), is responsible for all comptroller and financial management functions, activities, and operations of the Air Force. Serves as the Air Force

chief financial officer responsible for providing financial management and analytical services necessary for the effective and efficient use and management of Air Force resources.

5.1.2. Is the focal point (FP) for contact with Congressional Appropriations Committees, Budget Committees, and the Congressional Budget Office. Is the Air Force FP for contact with the Office of Management and Budget (OMB), the General Accounting Office (GAO), and the Department of the Treasury on financial and related matters.

5.1.3. Is responsible for advising and assisting the Secretary of the Air Force (SECAF), the Chief of Staff of the Air Force (CSAF), and all principal civilian and military officials of the Air Force concerning financial management affairs.

5.1.4. Is responsible for direction, guidance, and supervision over all matters pertaining to the formulation, review and execution of plans, policies, and programs relative to:

5.1.4.1. Budgeting.

5.1.4.2. Funds Appropriations.

5.1.4.3. Financial aspects of the planning, programming, and budgeting process.

5.1.4.4. Accounting and finance operations, systems and reporting.

5.1.4.5. Economic analysis.

5.1.4.6. Integrated performance measurement and cost control and reduction.

5.1.4.7. Cost estimating and cost analysis.

5.1.4.8. Cost reporting.

5.1.4.9. Statistical programs and analysis.

5.1.4.10. Military banking, credit union programs, contract financing, and contracts for financial management services.

5.1.4.11. Commercial activities.

★5.1.4.12. Financial management for security assistance; appropriations and Foreign Military Sales (FMS) trust fund.

5.1.4.13. Audit liaison and follow-up.

5.1.4.14. Internal controls.

5.1.4.15. Productivity enhancement and measurement.

5.1.4.16. Financial management information and control systems design, enhancement and operation.

5.1.4.17. Short- and long-range financial management planning and wartime planning for comptroller activities.

5.1.4.18. Asset management systems as provided by law.

5.1.4.19. Air Force Congressional Liaison for all budgetary and appropriation matters.

★5.1.4.20. Oversight of non-appropriated fund (NAF) financial management, processes and financial statements.

5.1.4.21. Other activities related to effective and efficient management of resources such as financial organizational structure, financial management procedures, career development and training.

★5.1.5. Pursuant to 10 U.S.C. 8022(c) and (d), the Assistant Secretary shall maintain a Future-Year Defense Plan (FYDP), which shall be revised annually, describing the activities the Air Force proposes to conduct over the next five fiscal years to improve financial management. The Assistant Secretary shall transmit to the Secretary a report each year on the activities of the Assistant Secretary during the preceding year. Each report shall include a description and analysis of the status of Air Force financial management.

5.1.6. Other responsibilities:

5.1.6.1. The Assistant Secretary is directly responsible to the SECAF.

5.1.6.2. Direct communication is authorized between the Assistant Secretary and the CSAF. The Assistant Secretary provides direct support to the CSAF.

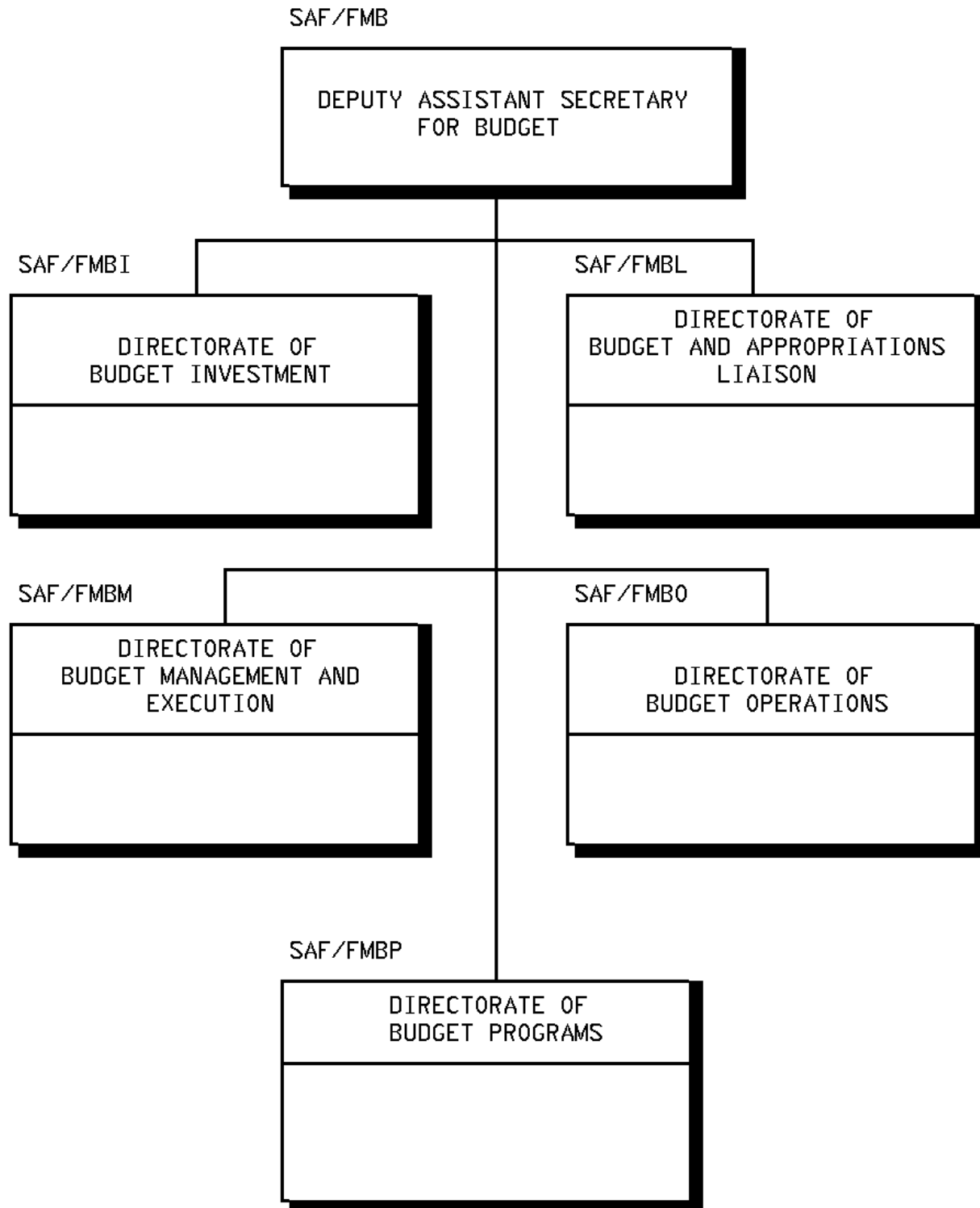
5.1.6.3. Direct channels of communication are authorized between the Assistant Secretary and the Deputy Chiefs of Staff and the Assistant Chiefs of Staff and the Directors.

5.1.6.4. Direct channels of communication are authorized between the Assistant Secretary and Major Commands (MAJCOMs) and Field Operating Agencies (FOAs).

5.1.6.5. The Assistant Secretary is the FP for the Congressional Appropriations Committees, Budget Committees, and Congressional Budget Office.

5.1.6.6. The Assistant Secretary is authorized direct communication with the Office of the Secretary of Defense (OSD), is the Air Force FP to OMB, GAO, and Treasury and is authorized direct communication with these agencies on financial and related matters.

Figure 5.2 Organization Chart for the Deputy Assistant Secretary for Budget.



★5.2. **Deputy Assistant Secretary for Budget (SAF/FMB).** The Deputy Assistant Secretary for Budget is responsible to SAF/FM for financial oversight and budgetary control of all Air Force appropriations and assigned funds. Manages all matters pertaining to the Air Force budget, including the planning, formulating, reviewing, presenting, justifying and spending of appropriated funds. Serves as the office of primary responsibility (OPR) for selected financial functions for the Security Assistance Program. Specific responsibilities include:

5.2.1. Being primary advisor to SAF/FM on funding, pricing, and executability issues related to the programming and budgeting for all Air Force appropriations (including Air National Guard and Air Force Reserve).

5.2.2. Being primary advisor to SAF/FM, the SECAF, CSAF, and principal military and civilian officials of the Air Force, on program and budget issues, objectives and strategies, and providing budget assessments and alternative funding profiles as they relate to program execution.

5.2.3. Maintaining close working relationships with the programmers to ensure a smooth transition between the programming and budgeting phases of the Planning, Programming, and Budgeting System (PPBS).

★5.2.4. Determining the impact of all funding, pricing, and executability issues and decisions affecting the Air Force's Budget Estimate Submission (BES) and the Air Force portion of the President's Budget (PB).

★5.2.5. Chairing the Air Force Board (AFB) for purposes of budget formulation and execution to include the BES, Budget Review Cycle and the PB, which serves as the primary Air Force organization responsible for reviewing and evaluating Program Budget Decisions (PBDs) issued by the Department of Defense (DoD). Assessing the impact PBDs have on Air Force programs and budgets, and recommending reclama/rebuttal actions to the CSAF and the SECAF through the Air Force Council (AFC). Advising the AFC/CSAF/SECAF on program disconnects and offsets, baseline repricing and the results of the investment budget review.

5.2.6. Developing Major Budget Issues (MBIs).

5.2.7. Providing guidance and direction to the Secretariat, Air Staff, and Commands for the development of funding requirements.

5.2.8. Preparing the Air Force budget and developing, coordinating, and submitting the requisite justification material to the OSD, OMB, and the U.S. Congress substantiating the Air Force portion of the PB.

5.2.9. Maintaining and updating the Air Force's Force and Financial Plan (F&FP).

5.2.10. Testifying before Congressional committees.

5.2.11. Determining appropriation applicability and propriety of funds usage.

5.2.12. Providing overall policy guidance in information system requirements and approving and/or coordinating on major information system requirements, policies, interface requirements, and associated matters pertaining to Air Force command and base automated budget systems.

★5.2.13. Providing fiscal direction of non-appropriated funds through participation on the Army and Air Force Exchange System (AAFES) Board of Directors; membership on the AAFES Finance Committee; membership on the Air Force Morale, Welfare, and Recreation (MWR) Advisory Board; Chairmanship of the Air Force MWR Finance and Audit Committee; member of the Air Force Aid Society (AFAS) Board of Trustees; and member of the AFAS Executive, Finance, and Audit Committees.

5.2.14. Serving as a member of the US Soldier's and Airmen's Home (USSAH) Board of Trustees, the Air Force Senior Team, and General Officer Review Board.

5.2.15. Performing other Air Force Comptroller management level duties as directed by SAF/FM.

5.3. Directorate of Budget Investment (SAF/FMBI). The Directorate of Budget Investment:

★5.3.1. Is responsible for the AF Aircraft Procurement Appropriation, AF Missile Procurement Appropriation, AF Weapons Procurement Appropriation, AF Other Procurement Appropriation, Research, Development, Test and Evaluation Appropriation (RDT&E), AF Military Construction Appropriation (MILCON), Military Family Housing (MFH) Operation and Maintenance and MFH Construction appropriations, Base Realignment and Closure (BRAC) account, and Security Assistance Activities accounts via Foreign Operations appropriations and Foreign Military Sales (FMS) trust fund allocations.

- ★5.3.2. Develops, reviews, analyzes, and assists in the formulation, presentation and defense of the Budget Estimate Submission (BES) before OSD, OMB, and the Congress.
- ★5.3.3. Directs the major reprogramming of funds in conformance with changing priorities and modified program/policy objectives. Prepares justification of reports on reprogramming actions to OSD, OMB, and the Congress.
- ★5.3.4. Develops, supplements and issues exercise guidance or “Call” to all Air Staff and Secretariat involved in resource allocation, including schedule guidance and track progress to meet due dates.
- ★5.3.5. Makes database updates, ensure database integrity, and interface with other functionals throughout the POM, BES, PDM, and PB development.
- ★5.3.6. Collaborates with Air Staff agencies to ensure maximum utilization of available resources and facilitates the relating of investment costs to procured weapon systems, MILCON, MFH, FMS. Evaluates budget execution performance and identifies key programmatic and funding issues.
- ★5.3.7. Participates with the Air Staff in formulation of composite policies and objectives in achieving the best balance between dollar availability among multi-year appropriation and scope of program. Assures consistency of policies between the diversified appropriations and budget activities.
- ★5.3.8. Develops data to aid in the assessment of cost and effectiveness of alternate programs.
- ★5.3.9. Collaborates with Air Staff and Secretariat agencies and Global Reach/Global Power teams to achieve and maintain the proper balance between program levels and available financing. This in-depth analysis includes the Investment Budget Review conducted during mid-year of the budget cycle.
- ★5.3.10. Administers appropriated and apportioned funds to ensure conformance with legal requirements.
- ★5.3.11. Develops policies and implementing procedures to improve the accuracy of estimates and the management of all resources. Provides advice and guidance to Air Force program Executive Office Organizations (AF/PEOs), MAJCOMs, and Air Staff to achieve these aims.
- ★5.3.12. Monitors the execution of approved investment programs to ensure compliance with current directives and priorities. Oversees the development and reporting to OSD of outlays and obligations for Investment, MILCON, MFH, FMS.
- ★5.3.13. Responds to Congressional procurement reductions with counter proposals.
- ★5.3.14. Analyzes and reviews all MAJCOMs, System and Logistic Centers’ financial plans and provides recommendations to the Investment Budget Review Committee (IBRC).
- ★5.3.15. Supports Investment Budget Review Committee evaluation and monitoring Investment, MILCON, MFH trends and disconnects.
- ★5.3.16. Analyzes MAJCOMs/PEOs/Systems Divisions funding requirement and makes funding recommendation.
- ★5.3.17. Prepares Investment, MILCON, MFH financial section for all trip books for the SECAF, CSAF, and other senior leadership.
- ★5.3.18. Lead Financial management of Security Assistance Activities (SAA) which includes five activities:
 - ★5.3.18.1. Policy and Procedures; Read, analyze, interpret, promulgate SAA such as Foreign Assistance Act of 1961, as amended (PL 87-195); Arms Control Act of 1976, public laws and statutes, DOD and AF regulation.
 - ★5.3.18.2. Budgeting: Formulate, justify and execute the Foreign Military Sales (FMS) Administrative Budget, all foreign training programs to include joint programs and all international military educational and training programs.

★5.3.18.3. Financial Advisor for: All International Cooperative Programs, Security Assistance Management Improvement Working Group, Case Management Control System computer system and Program Manager for all AF International activities.

★5.3.18.4. Program Management: Serves as focal point for Non Recurring Cost Recoupment on Commercial Sales, reviews and approves non recurring cost recoupment charges, responsible for Quarterly Report of Recoupment Collections to DSAA/COMPT-FMD, computes and approves lease charges of AF equipment for both foreign customers and domestic contractors, approves all tuition rates for AF courses and training teams.

★5.3.19. Prepare and issue AF budget guidance on canceled and expired year management of contract upward adjustments in all Investment appropriations.

5.4. Directorate of Budget and Appropriation Liaison (SAF/FMBL). The Directorate of Budget and Appropriation Liaison:

5.4.1. Is responsible for Air Force Congressional liaison with the Budget and Appropriations Committees and Congressional Budget Office.

5.4.2. Is responsible for the direct interface with committee members, staff and associate staff and the Congressional Budget Office.

5.4.3. Performs worldwide escort support for member and staff travel to better understand Air Force program and budget requirements.

5.4.4. Responds to direct inquiries from congressional members and staff.

5.4.5. Provides congressional hearing support management. Is responsible for witness assignment, witness statements and logistics for all appropriation and budget hearings.

5.4.6. Develops budget enactment game plans to support programs in the PB.

5.4.7. Manages review of appropriation, authorization and budget committee transcripts. Is responsible for the preparation of inserts and questions for the official hearing record.

5.4.8. Is the Air Force FP for all congressionally-mandated reporting requirements.

5.4.9. Serves as SAF/FM FP for all legislative items, DoD legislative proposals, and other congressional activities having budgetary impact.

5.4.10. Serves as the Air Force FP for House Appropriations Committee Surveys and Investigation of Air Force functions and activities.

5.4.11. Performs legislative research for all appropriation and budget matters. Maintains historical files and database of defense-related legislative matters.

5.4.12. Provides budget justification materials to congressional appropriations and budget committees, the Congressional Budget Office, and other legislative related offices to substantiate the PB.

5.5. Directorate of Budget Management and Execution (SAF/FMBM). The Directorate of Budget Management and Execution:

5.5.1. Serves as the Air Force Secretariat FP for all matters pertaining to planning, development, formulation, presentation, and substantiation of revolving fund and designated classified program budgets.

5.5.2. Serves as executive agent of SAF/FMB for all Air Force automation activities and the Automated Budget Interactive Data Environment System (ABIDES).

5.5.3. Defines and develops improvements for the data system requirements of the organizations responsible for providing master control and status of appropriated fund availability.

5.5.4. Acts as FP and program manager for the Future Budget System (FBS).

5.5.5. Provides an independent source of checks and balances over the range of SAF/FM financing operations, in addition to providing Air Force Secretariat oversight over revolving fund and classified budget programs.

5.5.6. Is responsible for management of designated apportionments, sub-allocations, and the processes for appropriation distribution to subordinate activities.

5.5.7. Maintains funds management system for issuing allocations or operating budget of apportioned appropriations, as delegated from SAF/FM and provides supervision of the fund distribution process.

5.5.8. Provides analysis of Congressional actions, orchestrates the appeal process, and works various fiscal requirements with OSD and OMB.

5.5.9. Prepares Air Force obligation and outlay rate forecasts and negotiates final rates with OSD/OMB. Directs development of, and submits to OSD, obligation and outlay plans for all Air Force appropriations. Prepares analysis of variances from plan.

5.5.10. Manages the Congressional appeal process.

5.5.11. Develops and issues the "Call" for budget estimates.

5.5.12. Consolidates annual Air Force budget estimates for transmission to OSD and develops summary data for inclusion therein.

5.5.13. Transmits the F&FP to OSD, including financial and nonfinancial data in appropriate budgetary detail and the procurement and RDT&E annexes.

5.5.14. Monitors development and presentation to Congress of requests for authorizations and appropriations.

5.5.15. Develops and formulates all Air Force fiscal control policies.

5.5.15.1. Manages the Air Force's fund control system and provides general fiscal control and analysis of Air Force appropriations which govern the signature and release authority for all appropriations executed by the Air Force.

5.5.15.2. Maintains the Base for Reprogrammings. Validates the annual preparation and submission of reports immediately prior to transmittal to OSD. Performs analysis of financing to recommend and approve sources and applications of all reprogramming actions. Performs required financial testing to determine program ability to execute.

5.5.15.3. Validates the semiannual submission of the Report of Programs prior to transmittal to OSD.

5.5.15.4. Reviews, validates, processes for signature, and submits all Air Force requests for warrants to the Department of the Treasury, and the Schedule of Apportionment and Reapportionment to OSD.

5.5.15.5. Maintains liaison and coordination with and represents the Air Force in meetings and conferences with OSD, OMB, Treasury, and GAO, and other federal agencies involving financing and fiscal control issues.

★5.5.15.6. Manages lapsed and expired appropriations and any adjustments thereof, and interagency financial transactions.

5.5.16. Is responsible for oversight of designated classified programs and serves as the FP for all budget and accounting activities related to or affecting those programs.

5.5.16.1. Plans and coordinates the presentation and defense of designated classified program budget estimates to Air Force oversight and review groups, DoD, OMB, and the appropriations oversight committees of Congress.

5.5.16.2. Develops, reviews, analyzes classified program budget exhibits and submits budgets for designated programs to the DoD Comptroller.

5.5.16.3. Oversees all aspects of program execution, including financing, reprogramming, accounting and reporting, cost analysis, internal review, and audit.

5.5.16.4. Represents the Air Force Secretariat on various special program oversight review groups.

5.5.16.5. Conducts liaison with Appropriation and Budget committees for assigned programs. Assists with authorization committee oversight as required.

5.5.17. Formulates and establishes budget policies and procedures.

5.5.17.1. Maintains Air Force budget regulations.

5.5.17.2. Provides guidance concerning funding responsibilities, budgeting procedures, and use of funds (propriety) issues.

5.5.17.3. Develops, maintains, and modifies the budget structure to include annual appropriation fund codes, program and project codes, special transaction codes, descriptions, and definitions.

5.5.18. Integrates revolving fund planning, programming, and financial management with the DoD consolidated revolving fund budget. Coordinates revolving fund budget estimates with customer operating budget.

★5.5.18.1. Provides primary financial management, fiscal control, and budgetary responsibility for the Air Force Services Business Areas (Depot Maintenance and Information Services) and the Air Force Supply Management Business Area.

★5.5.18.2. Develops, reviews, and analyzes the Air Force revolving fund budget submission. Assists the DoD Comptroller with the preparation and analysis of the DoD Defense Business and Operations Fund (DBOF) overview books.

★5.5.18.3. Coordinates with Air Staff components to determine the best mix of resources to match DBOF support with operating requirements.

★5.5.18.4. Administers appropriated and revolving funds to ensure compliance with all legal requirements. Manages apportioned and non-apportioned divisions of the DBOF with appropriate controls issued to field activities.

★5.5.18.5. Develops and implements policies and procedures to improve the accuracy of estimates and the management of DBOF resources. Prepares, coordinates, and issues appropriate guidance to field activities.

★5.5.18.6. Monitors the execution of approved operating programs to ensure compliance with current directives, limitations, and priorities. Prepares and reports to DoD the status of DBOF outlays and obligations.

★5.5.18.7. Develops budget management information systems necessary to prepare accurate and timely budget exhibits from widely separated activities to facilitate analysis of various DBOF and budget options and to collect data for management assessment of cost, effectiveness, and impacts of alternative budget proposals.

5.5.18.8. Prepares apportionment and operating program requests to obtain release of funds appropriated by Congress for the revolving funds and release of operating program authority.

5.5.18.9. Manages departmental level administrative control of revolving fund operating authorities and appropriated funds.

★**5.6. Directorate of Budget Operations (SAF/FMBO).** The Directorate of Budget Operations and Personnel is responsible for the Operation and Maintenance (O&M), Air Force Appropriation; Military Personnel, Air Force Appropriation; Environmental Restoration Appropriation, and Fish and Wildlife Appropriation.

5.6.1. Develops, reviews, analyzes, and assists in the formulation, presentation and defense of budget estimates before OSD, OMB, and the Congress.

★5.6.2. Manages the major reprogramming of funds in conformance with changing priorities and modified program/policy objectives. Prepares justification of reports on reprogramming actions to OSD, OMB, and the Congress.

★5.6.3. Collaborates with Air Staff agencies to ensure effective utilization of available resources and to facilitate the relating of operating costs to weapon systems, tasks and missions.

★5.6.4. Participates with the Air Staff in formulation of composite policies and objectives in achieving the best balance between dollar availability and scope of program. Assures consistency of policies between the various appropriations and budget activities..

5.6.5. Develops data to aid in the proper assessment of cost and effectiveness of alternate programs.

★5.6.6. Collaborates with Air Staff and Secretariat agencies and the Air Force's Enhanced Corporate structure to achieve and maintain the proper balance between program level and available financing.

5.6.7. Administers appropriated and apportioned funds to ensure conformance with legal requirements.

5.6.8. Develops policies and implementing procedures to improve the accuracy and credibility of estimates and the management of all resources. Provides advice and guidance to MAJCOMs, FOAs, and the Air Staff to achieve these aims.

5.6.9. Monitors the execution of approved operating programs to ensure compliance with current directives and priorities. Oversees the development and reporting to OSD of outlays and obligations for O&M and Military Personnel appropriations.

5.6.10. Develops distribution of Congressional reductions within the O&M appropriation and between MAJCOMs.

★5.6.11. Analyzes and reviews all MAJCOM financial plans and provides recommendations to the Operating Budget Review Committee (OBRC).

★5.6.12. Supports OBRC in evaluating and monitoring O&M trends and disconnects.

5.6.13. Works other inputs from the MAJCOMs to establish proper outyear pricing for O&M baselines.

5.6.14. Analyzes MAJCOM unfunded requirements and makes funding recommendations.

5.6.15. Prepares O&M financial section for all trip books for the SECAF, CSAF, and other senior leadership.

5.6.16. Works with Air Force personnel and manpower programmers to properly develop the strength, manyears and financing for the Military Personnel Appropriation.

5.6.17. Has pecuniary responsibility and ensures all legal and regulatory controls regarding the obligations and/or expenditures of the Military Personnel Account funds are met.

5.6.18. Develops and presents Military Personnel Appropriation trends to analyze current execution. Develops recommendations for efficient resource allocation.

5.6.19. Reprices the Military Personnel Appropriation to properly fund the budget and outyear requirements.

★5.6.20. Develops Military Personnel composite and matrix rates used by the Air Force ABIDES cost model and Air Force's Enhanced Corporate Structure.

5.6.21. Provides fiscal direction of nonappropriated funds through membership on the AAFES Board of Directors and membership on the AAFES Audit Committee.

5.7. Directorate of Budget Programs (SAF/FMBP). The Directorate of Budget Programs:

5.7.1. Is responsible for all matters pertaining to the development, formulation, coordination, and presentation of the budget interface with the PPBS.

★5.7.2. Serves as the primary Secretariat/Air Staff FP for the DOD Budget Review Cycle..

5.7.3. Manages the F&FP data base and controls adjustments to it during program/budget exercises.

★5.7.4. Is Air Force FP for the receipt and dissemination of OSD PBDs to all Secretariat and Air Staff agencies. Monitors acceptances and administrates reclama actions. Provides daily status reports to Secretariat, Air Staff and MAJCOMs. Is OPR for PBD-related AFB activities. Prepares the SECAF/CSAF formal MBI briefings to the Defense Resources Board (DRB). Translates final OSD decisions into the Air Force portion of the PB.

5.7.5. Serves as the primary Secretariat/Air Staff FP for the development, coordination, and presentation of the BES.

5.7.6. Is the SAF/FM FP for the Program Review/Issues Cycle. Assists AF issue OPRs as they develop Air Force rebuttals and sensitivities in support of the Air Force Program Objective Memorandum (POM) position. Adjusts the F&FP data base for the program Decision Memorandum (PDM).

★5.7.7. Is the SAF/FM FP for the POM Cycle. Assists AF/PE functionals and the Air Force's Enhanced Corporate Structure in the development of the Air Force POM. Translates POM decisions from program guidance sources to the F&FP data base for transmission to OSD.

5.7.8. Is the primary SAF/FMB FP for SECAF/CSAF posture hearings before Congress.

5.7.9. Serves as the SAF/FM FP for the PB press conference.

5.7.10. Determines the need for program data pertinent to recurring and special cost and budget estimates. Coordinates review of planning and programming documents and assists in developing program presentations.

5.7.11. Is SAF/FM FP for Air Force fiscal requirements for all appropriations in conjunction with DoD counterdrug activities including AFRES and Air National Guard (ANG) (Title 10 U.S.C.).

5.7.11.1. Monitors and assists in the formulation, preparation, presentation and defense of counterdrug budget estimates before OSD, OMB and Congress. Assists in preparation of Justification Books in support of the PB to OSD and Congress. Assists in obtaining Secretariat and Air Staff action and coordination of Program Management Decisions and PBDs and reclaims thereto if required on counterdrug activities. Oversees the issuance of the "Call" for counterdrug budget estimates and financial plans to MAJCOMs.

5.7.11.2. Oversees all aspects of program execution, including financing, reprogramming, accounting and reporting, cost analysis, internal review, and auditing of counterdrug activities. Maintains current financial status of the program and submits periodic execution reports to OSD. Prepares justification packages for counterdrug reprogramming actions to OSD.

5.7.11.3. Develops counterdrug fiscal policies and implementing procedures to improve the accuracy and credibility of estimates and the effective management of counterdrug resources. Assists MAJCOMs in resolving problems concerning propriety of counterdrug funding. Provides annual counterdrug funding guidance to MAJCOMs and specific appropriation managers.

5.7.11.4. Monitors the development, compilation, and transmission to OSD of the Counterdrug F&FP, including financial and non-financial data in appropriate budgetary detail to ensure OSD-approved Air Force operations are properly funded from DoD accounts. Coordinates review of planning and programming documents and assists in developing program presentation for counterdrug activities.

★5.7.11.5. Maintains close working relations with OSD/DEP&S, the Joint Chiefs of Staff (JCS), AF/XO, SAF/MI, AF/RE, NGB/FM, MAJCOMs, and the Panels on counterdrug activities and participates in the AF Counterdrug Working Group.

5.7.12. Prepares briefings and speeches for use by SAF/FM staff in presentations to numerous groups such as Congress, OSD, MAJCOM commanders and staff, as well as various civic and professional organizations.

5.7.13. Is the SAF/FMB FP for graphics support.

★5.7.14. Serves as SAF/FM principal advisor on Total Force Comptroller/Budget issues between the Active Air Force, Air Force Reserve and Air National Guard.

5.7.15. Serves as the SAF/FM FP for all JCS issues.

5.7.16. Is the SAF/FMB FP for all program change requests (PCRs) and program action directives (PADs). Staffs draft PCRs for coordination throughout SAF/FMB and tracks exercise adjustments to approved PCRs.

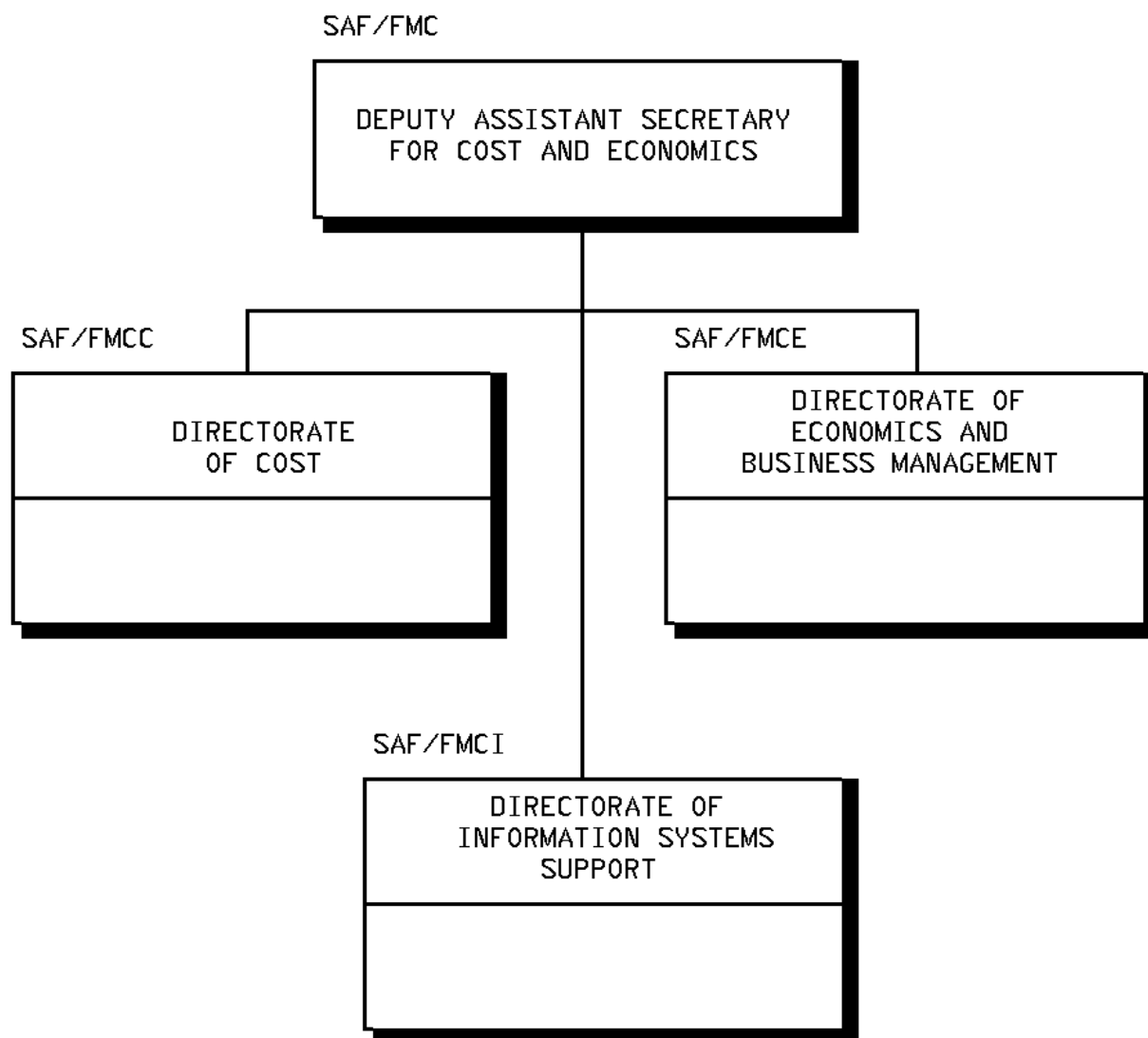
5.7.17. Supervises internal SAF/FMB coordination on all budget information regarding Congressional hearings, Budget/Program Fact Papers (BFPs), Congressional testimony and inserts for the Air Force Issues Team.

★5.7.18. Is the SAF/FMB FP for contingency cost reporting and crosscutting issues involving multiple appropriations (i.e., Readiness, BRAC, Environmental, MILCON, Special Operations Forces OF, and Defense Health Program (DHP)).

5.7.19. Prepares responses to taskings for CSAF immediate staff for financial trends and analysis.

5.7.20. Serves as the SAF/FMB FP for updates to the Air Force Comptroller magazine and the SAF/FM monthly report to the field.

Figure 5.3 Organization Chart for the Deputy Assistant Secretary for Cost and Economics.



5.8. Deputy Assistant Secretary for Cost and Economics (SAF/FMC). The Deputy Assistant Secretary for Cost and Economics:

5.8.1. Is the OPR for Air Force cost analysis, economic, and business management policy; Component Cost Analysis (CCA) Program; and acquisition reporting to Congress.

5.8.2. Designs, develops, and presents information to evaluate Air Force performance, control resource use, and conduct research and analysis activities.

5.8.3. Reviews cost, management, financial and economic information to ensure integrity and accuracy.

5.8.4. Provides policy, procedures, technical guidance, and staff assistance for cost, financial and economic analysis procedures Air Force-wide.

- 5.8.5. Provides cost, financial and economic analysis support to the Secretariat and Air Staff along with policy guidance on inflation and indices.
- 5.8.6. Administers the Air Force CCA program (10 U.S.C. 2434) to include policy, evaluation, and improvement.
- 5.8.7. Acts as the FP for SARs for major defense acquisition systems (10 U.S.C. 2432) and Unit Cost breach reporting to Congress in accordance with (IAW) Nunn-McCurdy legislative directives (10 U.S.C. 2433).
- 5.8.8. Provides management consultant services and encourages commands to develop and apply those methods and techniques needed to improve cost, business management, financial and economic analysis capabilities Air Force-wide.
- 5.8.9. Provides policy guidance, direction, and support to cost functions throughout the Air Force.
- 5.8.10. Develops and maintains programs to generate, validate, and crossfeed management improvement ideas throughout the Air Force.
- 5.8.11. Oversees the implementation of cost and economic analysis information systems architecture through the review, evaluation, validation, and prioritization of proposed management information systems.
- 5.8.12. Provides guidance and direction to the Air Force Cost Analysis Agency.
- 5.8.13. Participates in the PPBS process by providing cost reviews on major programs and identifying the impact of inflation on the program and budget.
- 5.8.14. Provides membership on various Financial Management senior executive management structures.
- 5.8.15. Provides chairmanship of the Air Force Cost Analysis Improvement Group (CAIG) and interface with the OSD CAIG.
- 5.8.16. Participates in Source Selection Authority actions as directed by the Air Force Acquisition Executive (AFAE).
- 5.8.17. Performs financial analyses and oversight of AF/SV activities, AAFES, Defense Commissary Agency, U.S. Soldiers' and Airmen's Home, the AFAS and aerospace contractors.
- 5.8.18. Provides voting membership to various teams in support of the corporate resource allocation process.
- 5.8.19. Serves as vice-chairperson of the Air Force Morale, Welfare, and Recreation Finance and Audit Committee, and as chairperson of its Investment Subcommittee.

5.9. Directorate of Cost (SAF/FMCC). The Directorate of Cost:

- 5.9.1. Formulates and directs Air Force policy and procedures for:
 - 5.9.1.1. Cost analysis and effective resource management.
 - 5.9.1.2. The Air Force CCA program in support of the U.S. Air Force and DoD Major Acquisition Program and Major Automated Information Systems (MAIS) program review process, to include policy, evaluation, and improvements.
 - 5.9.1.3. Cost/Schedule Control Systems Criteria (C/SCSC), Cost Performance Reports (CPRs), and Contractor Cost Data Reporting (CCDR).
 - 5.9.1.4. Cost research programs.
- 5.9.2. Provides guidance to implement Air Force cost analysis policy throughout the Air Force.
- 5.9.3. Supports the Air Force CAIG in its mission of advising the Assistant Secretary of the Air Force for Financial Management and Comptroller on the technical adequacy, validity, and reasonableness of weapon system costs, cost analyses to be presented to higher authority, and cost factors developed for the PPBS.

5.9.4. Provides policy guidance on acquisition reporting matters as required by Congress, OSD, or CSAF, i.e., SARs (10 USC 2432), and unit cost breach reports (10 USC 2433), as further prescribed in DoD 5000.2-M, *Defense Acquisition Management Documentation and Reports*.

5.9.5. Schedules, reviews, and coordinates the processing of weapon system acquisition reports, i.e., SARs and Nunn-McCurdy unit cost breach reports.

5.9.6. Formulates and provides procedures for the Secretariat, Air Staff and commands for correctly costing programs in the Air Staff resource allocation process.

5.9.7. Reviews the sufficiency of all cost factors developed for the PPBS.

5.9.8. Provides membership on various corporate resource allocation teams.

5.9.9. Provides cost analysis support to the Secretariat, Air Staff, and Acquisition Program Executive Officer (PEO)/AFAE structure.

5.9.10. Formulates policy and maintains repository of Air Force cost and planning factors.

5.9.11. Develops and maintains an historical data collection system of major defense program operating and support (O&S) costs.

5.10. Directorate of Economics and Business Management (SAF/FMCE). The Directorate of Economics and Business Management:

5.10.1. Serves as senior economic and business management advisor to the Assistant Secretary of the Air Force for Financial Management (SAF/FM). Directs quick reaction special studies for SECAF, CSAF, and other offices of the Secretariat and the Air Staff in response to internal, OSD, OMB, and Congressional inquiries. These studies often have significant impact on major Air Force resource allocation decisions.

5.10.2. Represents the Deputate at Senior Executive Service (SES) and general officer level financial meetings within the Air Force, and with the DoD, other Departments within the Executive Branch, and Congressional staff. Advises senior Air Force leadership of the financial and economic consequences of policy and program decisions.

5.10.3. Provides financial and investment analysis to the Chairman of the Morale, Welfare and Recreation (MWR) Investment Subcommittee (SAF/FMC) and to the Chairman of the MWR Finance and Audit Committee (SAF/FMB). Ultimate reporting responsibility extends to the Vice Chief of Staff of the Air Force (AF/CV), Chairman of the MWR Advisory Board. Performs financial oversight of United States Air Force (USAF) Services activities to include the development of performance metrics embodied in financial indicators and standards. Assesses trends to identify potential problem areas requiring management intervention. Reviews status of MWR pension funds from accounting, actuarial, and economic valuation approaches.

5.10.4. Develops and publishes NAF accounting, budget, financial analysis, disbursing, collecting and reporting policies used by all USAF Services activities. Oversees internal control program (ICP), pursuant to OMB Circular A-123, *Internal Control Systems*, August 4, 1986. Establishes and maintains financial analysis training for AF non-appropriated fund financial analysts (NAFFAs).

5.10.5. Provides financial and investment analysis to the Chairman of the AAFES Investment Committee (SAF/FMB) overseeing a seven billion dollar annual operation.

5.10.6. Directs the USAF economic analysis (EA) program to include developing and disseminating guidance for capital budgeting, lease vs. buy methodology consistent with OMB and Congressional intent. Develops necessary computer-based tools to implement present value analysis of competing alternatives which typically exhibit differential costs and benefits. Establishes and maintains an EA training program for MAJCOMs and subordinate activities. Areas of particular note include: MAIS, MILCON and MFH, depot maintenance, etc.

5.10.7. Issues inflation guidance used for developing cost estimates, the Future Years Defense Plan (FYDP), and all USAF budget documents (POM, BES, PB) to all USAF active, reserve and guard components. Ensures accurate and timely development of official USAF inflation indices, consistent with OSD (Comptroller) direction.

5.10.8. Develops retrospective and forecast analyses of national and international macroeconomic conditions. Assesses potential impacts to DoD and USAF budget of changing economic conditions; the dynamics of the Congressional budget process; and the Administration's economic initiatives. Specific data for cost estimating and budgeting purposes include foreign exchange and foreign inflation rates.

5.10.9. Assesses impact of USAF program funding on defense industrial and defense technology base, including regional economic impacts of funding decisions for major USAF acquisition programs.

5.10.10. Determines a priori estimates of economic impact of potential base closures and realignments. Performs program review of previous BRAC decisions comparing projected with realized savings and costs.

5.10.11. Determines the financial health of defense contractors as part of the USAF acquisition process. Financial analysis may focus on a single firm or on a contractor team and may include either traditional accounting approaches to financial statement analysis or contemporary methods such as the economic value added (EVA) approach. Develops and maintains contacts with the investment community to ensure sufficiency and currency of financial analytical approaches.

5.10.12. Promotes adoption of private sector business practices where beneficial to the USAF. Determines "core competencies" of USAF activities and identifies candidate areas for process improvement and outsourcing. Investigates "best practices" from the private sector to benchmark organic support activities. Uses innovative approaches to improve organizational efficiency, e.g., process reengineering, IDEF modeling, activity based costing, functional economic analysis, etc.

5.10.13. Performs cost and operational effectiveness analysis (COEA) for major weapons systems, identifying measures of merit among competing system designs. Develops methodology to rank order alternative designs in deciding whether to proceed with, expand upon, or terminate programs.

5.10.14. Prepares FINPLAN for the Directorate. Must accurately anticipate, plan, and program for adequate financial resources to accomplish organizational mission. Develops budget input IAW the PPBS process.

5.10.15. Develops and directs USAF policy and procedures for independent review of decisions concerning in-house versus contract operation (IAW OMB Circular A-76, Policies for Acquiring Commercial or Industrial Products and Services Needed by the Government).

5.10.16. Maintains financial management bulletin board which links all FM activities worldwide, providing instant access to USAF databases, factors, and models. As a corollary, provides expert real-time assistance to dial-up users on a wide range of financial management issues. Authorizes access to the defense data network (DDN) and Internet, assuring proper system use and system security.

5.11. Directorate of Information Systems Support (SAF/FMCI). The Directorate of Information Systems Support performs tasks that will ensure the financial management information requirements, both short-term and long-term, are sufficiently defined and integrated at all levels across functional lines to support the Air Force mission. Specifically:

5.11.1. Advises on financial management systems policy, ensures financial management systems are consistent with Air Force interests, and coordinates/staffs information systems issues.

5.11.2. Serves as FP for information systems initiatives (including CIM, migration of systems, cost reduction, business process, systems reengineering, productivity improvement, and GPRA) to Air Force and DoD level activities and with MAJCOMs.

5.11.3. Ensures that planning and development of financial management information systems are consistent with Comptroller architecture and Air Force policy, and are capable of being integrated with other information systems that will share data.

5.11.4. Monitors and assists as necessary the identification and justification (through the PPBS) of resources required to support financial management information systems projects. Advocates comptroller projects before appropriate Air Force panels and boards.

5.11.5. Promotes development and use of technical automation tools and associated support elements providing technical management of financial management information systems (e.g., productivity enhancement tools and standard data element dictionary).

5.11.6. Represents SAF on selected Secretariat, Air Staff, and DoD Working Groups and Automated Information Systems (AIS) committees and boards. Advocates SAF/FM position on information management systems and related initiatives.

5.11.7. Promotes portable software for open systems architecture.

5.11.8. Ensures security and integrity of financial systems through policy on hardware, software, and management techniques.

5.11.9. Promotes interconnectivity and integration among financial systems and with other functional information systems.

5.11.10. Encourages development of electronic forms processing, computer-based training, document imaging, and application of expert systems.

5.12. Executive Services Division (SAF/FME). The Executive Services Division:

5.12.1. Manages administrative support functions for the offices of SAF/FM.

5.12.2. Receives, dispatches, and reviews official correspondence, messages and mail for all of SAF/FM.

5.12.3. Establishes, controls and monitors suspense actions for all correspondence.

5.12.4. Manages the Documentation Management Program, Privacy and Freedom of Information Act Programs, and Information Reporting Requirements.

5.12.5. Initiates and processes personnel actions, manages the performance reports/appraisals and management level promotion recommendation boards.

5.12.6. Manages unit security programs, controlled area keys and access badges.

5.12.7. Prepares and monitors telephone requirements and construction work requests, and controls parking and transportation requests.

5.12.8. Manages supply and equipment accounts.

5.12.9. Manages resources for temporary duty (TDY), civilian overtime, training, and time and attendance records.

5.13. Management Systems Deputy (SAF/FMM). The Management Systems Deputy:

5.13.1. Is responsible to the highest Air Force level for policies and procedures pertaining to integrated performance measurement, cost control and reduction, economic cost effectiveness analysis, management information and control systems, productivity enhancement and measurement, statistical programs and analysis, cost estimating and cost analysis.

5.13.2. Provides guidance and direction to the Air Staff and Commands for the development and/or implementation of management information and control systems, resource management systems, and associated data bases.

5.13.3. Formulates, establishes, and implements policies and procedures for the Air Force Productivity Program including development of productivity enhancement goals and necessary reporting systems.

5.13.4. Is responsible for Air Force integrated performance measurement including cost control and reduction activities to include supervision of Air Force performance measurement activities; C/SCSC; development of new systems and improvements of current systems for cost control and cost reduction; application of "should cost" and related analyses and synthesis techniques to Air Force cost estimating; and Air Force economic cost effectiveness analysis.

5.13.5. Performs or directs analyses and reviews of Air Force operational plans, mobilization plans, programs for foreign aid, and other data upon which financial requirements for resources are based, in order to develop or direct the development of effective management control systems.

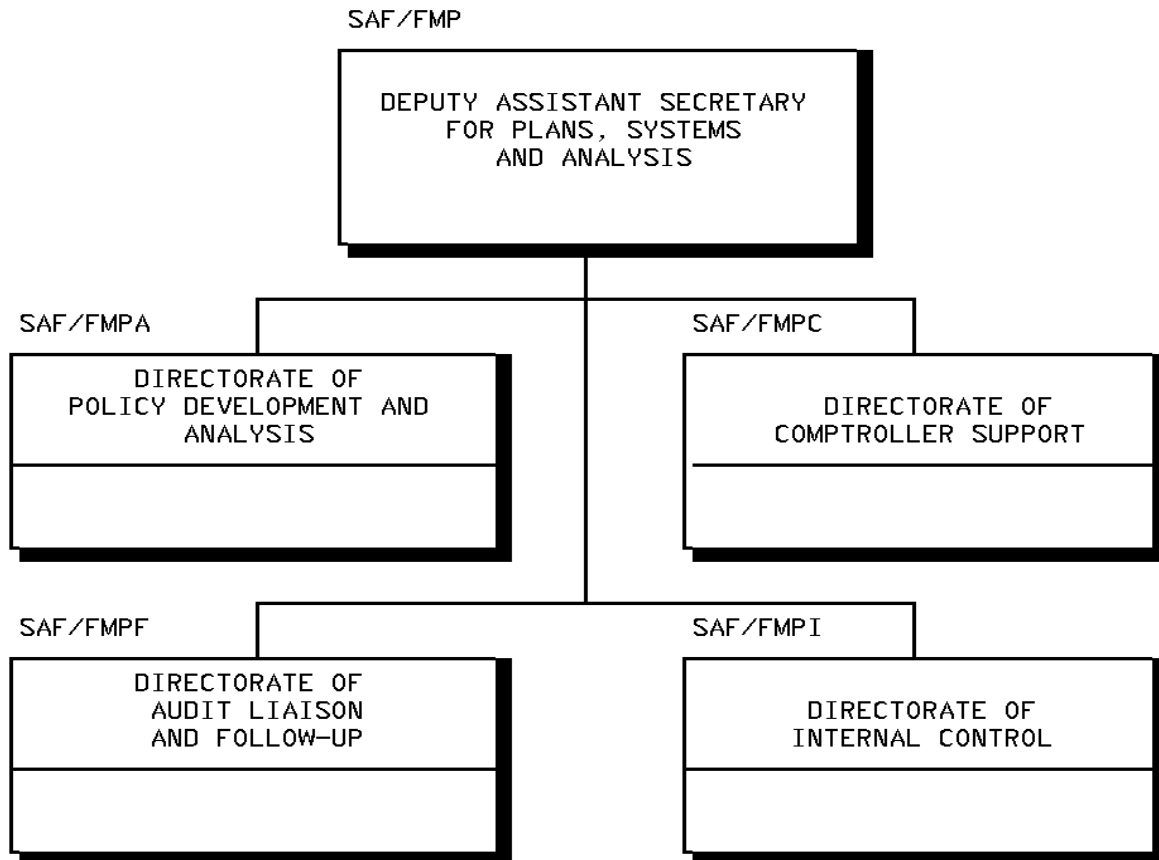
5.13.6. Develops policies and procedures and monitors the implementation of Air Force statistical programs including methods of analysis and presentation.

5.13.7. Serves as an advisor to the Assistant Secretary of the Air Force, Financial Management and Comptroller, while appearing before Congressional committees. Serves on such committees and boards as specified by the Assistant Secretary of the Air Force, Financial Management and Comptroller.

5.13.8. Testifies before Congressional committees when requested.

5.13.9. Assures necessary program coordination between the Department of the Air Force, DoD, and other Government agencies.

5.13.10. Accomplishes management studies and special projects as assigned by the Assistant Secretary of the Air Force, Financial Management and Comptroller.

Figure 5.4. Organization Chart for the Deputy Assistant Secretary for Plans, Systems & Analysis.

5.14. Deputy Assistant Secretary for Plans, Systems, and Analysis (SAF/FMP). The Deputy Assistant Secretary for Plans, Systems, and Analysis:

5.14.1. Provides analytical support and advice to the Assistant Secretary for Financial Management, the Under Secretary, and the SECAF on program matters of critical importance in the development and implementation of program goals and objectives for the Air Force. This consists of acting as a bridge between the Secretariat and Air Staff in developing consistent and focused programs; providing a near-term and long-term financial forecast and assessing the implications of funding and Congressional actions; and providing analytical capability with support from the Air Staff and Secretariat to include a quick reaction assessment capability.

5.14.2. Serves as the primary advisor to the Principal Deputy Assistant Secretary (Financial Management) and the Assistant Secretary of the Air Force, Financial Management and Comptroller, for accounting and finance policy matters related to financial systems, accounting and finance systems, audit liaison, banking and credit union programs, cash management and related financial management and internal control initiatives.

5.14.3. Performs activities related to effective and efficient management of resources such as financial organizational structure, financial management procedures, career development and training. This includes management oversight of financial management systems within the Air Force; providing overall policy, standardization, integration, prioritization, and discipline for comptroller financial systems; and developing policy for system security and integrity. It also includes enhancement and operation as well as short-range and long-range financial management planning and wartime planning for comptroller activities.

5.14.4. Serves as Air Staff FP for comptroller wartime planning to support the needs of field commanders for both contingency and deliberate planning.

5.14.5. Acts as Air Staff FP for comptroller training, providing guidance, direction, and coordination to meet training needs and establishes specialty descriptions, course outlines, and supplemental course requirements.

5.14.6. Serves as the designated Air Force internal control administrator. Directs and manages the Air Force ICP to ensure compliance with the Federal Managers Financial Integrity Act (FMFIA), OMB Circular A-123, Comptroller General standards, and DoD guidance.

5.14.7. Serves as the Air Force cash management official and designated Audit follow-up official. Ensures the effective execution of the Air Force audit follow-up program as directed by OMB Circular A-50, *Audit Followup*, September 29, 1982; and DoDD 7650.3, *Followup on General Accounting Office, DoD Inspector General, and Internal Audit Reports*.

5.14.8. Supports the Financial Management Career Program (FMCP) Policy Council by developing plans, overseeing implementation of programs, and serving as Chairman of the FMCP Policy Council.

5.15. Directorate of Policy Development and Analysis (SAF/FMPA). The Directorate of Policy Development and Analysis:

5.15.1. Is responsible for direction, guidance, and supervision over all matters pertaining to the formulation, review, and execution of plans, policies, and programs relative to the planning, programming, and budgeting process and Special Mission Area Analysis.

5.15.2. Performs analyses of, and advises the Secretary on, the impact of changes in Air Force fiscal resources.

5.15.3. Provides near-term and long-term financial and program forecasting and program planning and analysis to the Secretary including general funding trends, alternative funding levels as they impact Service priorities, programs and budget execution.

5.15.4. Performs an assessment of fiscal, manpower, and political environment as a means in making recommendations on program and fiscal alternatives.

5.15.5. Advises the Secretary, Under Secretary, and the Assistant Secretary of the Air Force (Financial Management and Comptroller) on weapons acquisition issues, program and funding objectives, and strategies.

5.15.6. Evaluates proposed acquisition strategies and performs detailed analyses to support top-level resource allocation decision.

5.15.7. Maintains close working relations with the programming community and acquisition community with the Air Force Headquarters staff.

5.15.8. Provides a resource perspective for the Secretary's participation in internal, as well as external, PPBS management forums such as the DRB and the AFPC.

5.15.9. Develops overall acquisition policy options for use in initiative planning, programming, and budget reviews.

5.15.10. Provides acquisition perspective on draft defense planning guidance, and other PPBS documentation received from OSD.

5.15.11. Develops proposed Air Force positions on acquisition policy initiatives of OSD.

5.16. Directorate of Comptroller Support (SAF/FMPC). The Directorate of Comptroller Support develops guidance, oversees implementation, and monitors performance for the following major planning efforts:

5.16.1. Strategic plans which include the objectives and required actions to logically and systematically move the worldwide Comptroller network into a position to fully support the Air Force mission and provide financial management service to the full range of customers.

- 5.16.2. Organizational structures and relationships which includes examining and recommending modifications taking into consideration the future environment, manpower, technology, systems, and other applicable factors.
- 5.16.3. Wartime planning that supports the needs of field commanders and provides required financial information to higher authorities over the entire spectrum of conflict.
- 5.16.4. Contingency operations that directly support the financial management information needs of the Secretariat and Air Staff during crisis situations and during exercises.
- 5.16.5. Personnel development, training, and education of personnel assigned financial management responsibilities.
- 5.16.6. Internal information and communication activities of the comptroller by overseeing and arranging for conferences, workshops, executive sessions, seminars, and other group meetings designed to provide a cross flow of information and ideas.
- 5.16.7. Management of the Air Force Financial Management and Comptroller Award Program.
- 5.16.8. Publication of the Air Force Comptroller magazine.
- 5.16.9. Annual preparation and updating of the Financial Management Future-Year Plan and the Annual Report to the SECAF on activities that occurred with SAF/FM during the preceding year. The report shall include a description and analysis of the status of the Department of the Air Force financial management IAW 10 U.S.C. 8022(d).
- 5.16.10. Serves as the Secretariat FP for all pay policy, compensation issues, and matters relating to bank and credit union operations on Air Force installations. Is responsible for policy establishment, direction, interpretation, and guidance over matters pertaining to the formulation and review of financial principles, standards, plans, and programs. Serves as liaison between HQ Defense Finance and Accounting Service (DFAS) and the Air Staff on matters affecting military pay and allowances, retired pay, and travel pay. Provides comments to HQ DFAS on proposed changes to related regulations or policies. Specific responsibilities include:
- 5.16.10.1. Implementing policy prescribed by DoD, OMB, Treasury Department, and other authorities. Formulating policy and procedures consistent with higher-level precedents, when necessary, for unique Air Force conditions and operations.
- 5.16.10.2. Serving as the Air Force FP relating to financial issues and matter emanating for the DoD Comptroller, DFAS, Treasury Department, and other Federal Government agencies.
- 5.16.10.3. Responsibility for internal departmental coordination and communication concerning financial issues within the Air Force Secretariat, Air Staff, MAJCOMs, FOAs, and direct reporting units (DRUs).
- 5.16.10.4. Establishing and maintaining relationships with financial institutions, including banks and credit unions, operating on Air Force installations. Approves Air Force directive and instructions which implement DoD policy and Air Force guidance concerning banking and credit union programs.
- 5.16.10.5. Ensuring propriety and consistency of cash management programs, including the Prompt Payment Act and reports provided to the DoD Comptroller.
- 5.16.10.6. Ensuring propriety and consistency of credit management programs, including debt collection requirements and reports provided to the DoD Comptroller.
- 5.16.10.7. Providing policy and oversight concerning the purchase, custody, use, and disposal of U.S. and foreign currencies and military payment certificates. As delegated by DoD and the State Department, arranges for the purchase of foreign currencies.
- 5.16.10.8. The delegation by the SECAF, providing policy oversight and approval concerning contract financing policies and procedures, including progress payments, advance payments, guaranteed loans, milestone billing arrangements, deferred payment agreements, and collection of debts relating to contracts.
- 5.16.10.9. Appointing the Air Force financial member to the DoD Contract Finance Committee.

5.16.10.10. The delegation by the SECAF, reviewing and approving action concerning relief from liability in relation to loss of funds.

5.16.10.11. Serving as the Air Force FP for contracts with DoD, GAO, OMB, Joint Financial Management Improvement Program, and the Department of the Treasury on accounting policy matters.

5.16.10.12. Responsibility for internal departmental coordination and communication for accounting and financial institution issues with the Air Force Secretariat, Air Staff, MAJCOMs, and FOAs.

5.16.10.13. Prescribing Air Force policies pertaining to accounting systems. Approving, prior to promulgation, Air Force directives and instructions implementing or changing accounting policies.

5.16.10.14. Approving the policies for the Air Force's accounting system review program to ensure compliance with the FMFIA (Section 4); OMB Circular A-127, Financial Management Systems, July 23, 1993; Comptroller General principles and standards; and DoD directives and regulations. Analyzing and approving the Air Force's Annual Accounting System Assurance Report.

5.16.10.15. Developing, approving, and promulgating policies, procedures, directives, and instructions for appropriated fund support to the Air Force's Morale, Welfare, Recreation and Services (AF/SV) program.

5.16.10.16. Reviewing and approving actions on Reports of Violations of the Anti-Deficiency Act and Requests for Approval of Centrally Managed Allotments. Evaluates and recommends actions on fiscal year end certification of appropriation of fund balances.

5.16.10.17. Supporting the Air Force Secretariat and Air Staff functional areas with accounting policies and procedures relating to actions such as inter-service support agreements, memorandums of agreement or understanding, and other special projects and initiatives.

5.17. Directorate of Audit Liaison and Follow-up (SAF/FMPF). The Directorate of Audit Liaison and Follow-up:

5.17.1. Establishes Air Force audit follow-up and resolution policies and procedures in compliance with the Inspector General Act of 1978 (as amended in 1988), OMB Circular A-50, Comptroller General standards, and DoD guidance.

5.17.2. Serves as the Air Force FP and liaison for all contacts with the GAO and DoD Inspector General (DoD IG) on audit-related matters. Specifically:

5.17.2.1. Processes all GAO and DoD IG audit announcements to appropriate Air Force Secretariat and Air Staff offices. Ensures the POCs are promptly identified to GAO and DoD IG. Arranges meetings and consultations, as appropriate.

5.17.2.2. Processes all GAO and DoD IG draft and final audit reports to appropriate Air Force offices. Ensures Air Force replies to audit reports are prompt and responsive.

5.17.2.3. Initiates action to resolve GAO and DoD IG access to records problems and other situations relative to audit responses or inquiries. Provides technical assistance to designated action officers, Air Force Secretariat, DoD, and other interested personnel with respect to proposed responses, available options for action, delays in responding, and compliance with guidance.

5.17.3. Operates and maintains the Air Force internal data base management system to track and follow-up on audit recommendations until the completion of management actions. Maintains accurate records on the status of actions throughout the implementation process. Coordinates with the Air Force Audit Agency (AFAA) on the timeliness and responsiveness of management actions. Prepares Air Force input for the DoD IG Semiannual Report to the Congress. Ensures compliance with statutory, OMB, and DoD audit follow-up requirements.

5.17.4. Initiates the resolution process for disagreements between management and audit officials. Elevates disagreements that cannot be settled at lower levels to the Under Secretary for decision. Ensures resolution of disagreements are in compliance with statutory, OMB, and DoD resolution requirements and are within the required six-month time frame.

5.17.5. Performs periodic analyses of audit recommendations, resolutions, and corrective actions to determine trends and identify system-wide problems.

5.17.6. Compiles periodic reports on the status of ongoing GAO and DoD IG audit projects for use by Air Force Secretariat and other Air Force management personnel.

5.17.7. Serves as the office of primary responsibility (OPR) for audits performed by AFAA, DoD IG, and GAO pertaining to accounting policies.

5.17.8. Resolves disagreements on audit reports that are not settled at lower levels relating to accounting policy, security assistance accounting policy, and appropriated fund policy in support of AF/SV activities.

5.18. Directorate of Internal Management Control (SAF/FMPI). The Directorate of Internal Management Control:

5.18.1. Manages the Air Force Internal Management Control (IMC) program to ensure compliance with the FMFIA, OMB Circular A-123, Comptroller General standards, and DoD Guidance.

5.18.2. Is responsible for providing central direction and control of IMC program operations throughout the Air Force.

5.18.3. Prepares the SECAF Annual Statement of Assurance pursuant to the FMFIA, PL 970255, and DoDD 5010.38, *Internal Management Control Program*.

5.18.4. Evaluates Secretariat, Air Staff, and senior commanders' supporting letters of assurance to determine annual recommendations to the Secretary for disclosing material weaknesses in Air Force administrative and mission operations.

5.18.5. Prepares and annually updates the Air Force Management Control Plan which includes revisions to the inventory of assessable units, assignment of risk ratings, and schedules of vulnerability assessments and internal control reviews.

5.18.6. Maintains the Air Force tracking systems for material weaknesses to include status of corrective action, revisions to corrective milestones, completion dates, and preparation of the mid-year report to the DoD Comptroller.

5.18.7. Develops policy, establishes procedures, and provides program guidance and technical assistance for the operation of the IMC program.

5.18.8. Prescribes Air Force directives, instructions, forms, formats, and changes thereto which implement DoD and Air Force guidance on the IMC program.

5.18.9. Develops training materials and briefings, conducts training workshops, and reviews organizational training programs.

5.18.10. Evaluates and reports on Air Force organizational components compliance and effectiveness of implementation of prescribed policies, procedures, and practices.

5.18.11. Reviews GAO, DoD IG, and AFAA audit reports for findings that indicate potential material IMC weaknesses and coordinates reporting thereon by Air Force organizational components.

5.18.12. Monitors program activities of a network of approximately 50 IMC FPs throughout the reporting Air Force organizational structure.

5.18.13. Represents the Air Force in conferences, meetings, and working groups on internal management control operations, and financial policy issues before the DoD IG, DoD Comptroller, DFAS, GAO, OMB, and AFAA.

5.18.14. Serves as the OPR for audits performed by AFAA, DoD IG, and GAO pertaining to Air Force internal management control issues. Resolves disagreements on audit reports, not settled at lower levels, relating to internal management control policy.

5.18.15. Maintains coordination with other MILDEPTS and DoD components to ensure consistency in the conduct and application of DoD IMC program activities.

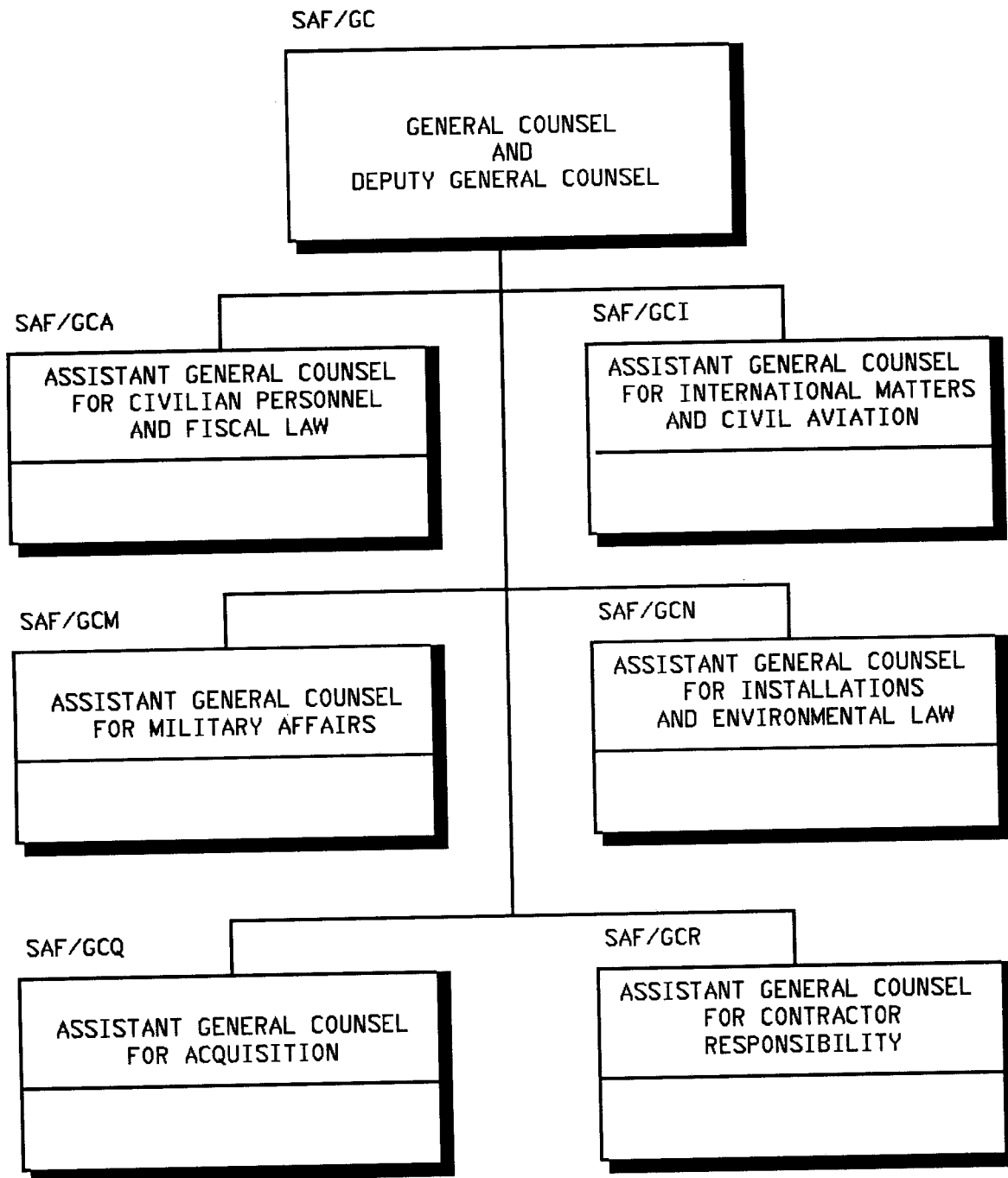
5.18.16. Evaluates and recommends action on suggestions and proposals affecting the IMC program.

5.18.17. Serves as the Air Force FP for Congressional inquiries related to internal control and keeps abreast of legislative changes and OMB policies affecting the IMC program.

Chapter 6

GENERAL COUNSEL
(SAF/GC)

Figure 6.1. Organization Chart for the General Counsel and Deputy General Counsel.



6.1. The General Counsel (SAF/GC). The General Counsel is the chief legal officer of the Department of the Air Force. Legal opinions issued by SAF/GC shall be the controlling legal opinions of the Air Force. SAF/GC provides advice in accordance with applicable statutes on any legal subject and on other matters as directed by the Secretary. The Judge Advocate General of the Air Force is responsible for the administration of military justice in accordance with applicable

statutes. SAF/GC is responsible for providing legal advice and services to the Office of the Secretary and also provides legal advice and services to the Air Staff in addition to the advice and services provided to the Air Staff by The Judge Advocate General.

6.1.1. The General Counsel is responsible for providing legal advice and services on the matters identified below and on such other matters as may be assigned by the Secretary. The Judge Advocate General also provides legal advice and services on some of these matters, as well as other matters, in the field and at the Headquarters.

6.1.1.1. Acquisition programs.

6.1.1.2. Procurement of supplies and services, including research and development.

6.1.1.3. Procurement fraud remedies.

6.1.1.4. State and local tax matters affecting procurements.

6.1.1.5. Information System and Telecommunication Programs.

6.1.1.6. Small business matters.

6.1.1.7. Intellectual property.

6.1.1.8. Antitrust issues.

6.1.1.9. Cable Television.

6.1.1.10. Debarment and suspension of contractors.

6.1.1.11. International agreements affecting the Air Force.

6.1.1.12. Security assistance, including foreign military sales and any other means of providing U.S. defense articles or defense services to foreign governments or international organizations.

6.1.1.13. Civil aviation.

6.1.1.14. Law of air, sea and outerspace.

6.1.1.15. Environmental law and pollution prevention.

6.1.1.16. Construction of military public works and industrial facilities.

6.1.1.17. Family housing.

6.1.1.18. Base realignment and disposal.

6.1.1.19. Installations and real property.

6.1.1.20. Occupational health and safety.

6.1.1.21. Fiscal law issues including budgetary, authorization, appropriation, accounting, and related matters.

6.1.1.22. Civilian personnel and labor-management relations.

6.1.1.23. Equal employment opportunity.

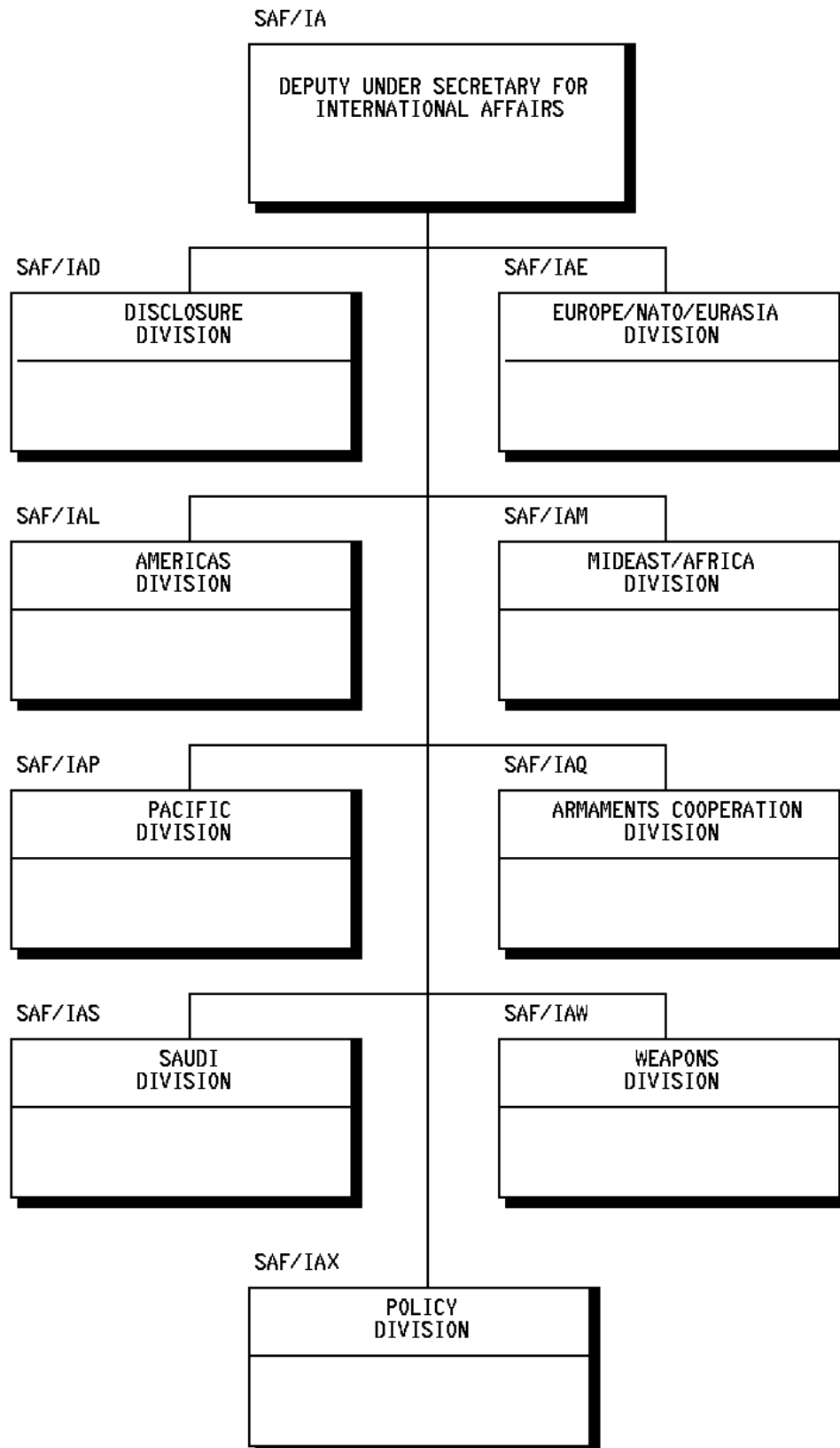
6.1.1.24. Privacy and release of information.

- 6.1.1.25. Administration and organization of the Air Force, including duties and responsibilities of Air Force officials and delegation of authority.
- 6.1.1.26. Ethics, conflict of interest, and financial disclosure.
- 6.1.1.27. Special education for disabled dependents overseas.
- 6.1.1.28. Military personnel.
- 6.1.1.29. Intelligence and counterintelligence, including counter-narcotics programs.
- 6.1.1.30. Investigations and inquiries.
- 6.1.1.31. Personnel and information security.
- 6.1.1.32. Special access programs.
- 6.1.1.33. National reconnaissance programs.
- 6.1.1.34. Alternate dispute resolution.
- 6.1.2. The General Counsel has the authority to direct the resolution or litigation of significant civil and administrative cases.
- 6.1.3. The General Counsel also:
 - 6.1.3.1. Serves as a member of the Air Force Council.
 - 6.1.3.2. Serves as the Designated Agency Ethics Official.
 - 6.1.3.3. Serves as the senior member of the Air Force Intelligence Oversight Panel.
 - 6.1.3.4. Serves as a member of the Air Force Historical Advisory Committee.
 - 6.1.3.5. Serves as the legal advisor to the Executive Resources Board.
 - 6.1.3.6. Serves as the President's designee for the government of Wake Island and is responsible for its civil administration in accordance with SAFO 111.2, *Civil Administration of Wake Island*, 19 Jun 72.
 - 6.1.3.7. Acts as the point of contact (POC) for legal matters between the Air Force and the Department of Defense (DoD) General Counsel, the General Counsels of the other Services, the Department of Justice, and the legal offices of other federal departments and agencies.
 - 6.1.3.8. Acts as the primary POC with the Office of Special Counsel and oversees Air Force compliance with Special Counsel requests.
 - 6.1.3.9. Represents the Air Force in dealing with other departments and agencies on matters relating to the negotiation of international agreements.
 - 6.1.3.10. Acts as the Air Force central POC to monitor the status and ensure prompt coordination of remedies for each significant investigation of fraud or corruption related to procurement activities.
 - 6.1.3.11. Accepts gifts to the Air Force of personal property and services on behalf of the Secretary.
 - 6.1.3.12. Provides an Assistant General Counsel to serve as the Air Force Debarring Official for contractor responsibility matters.
 - 6.1.3.13. Provides a legal representative to serve on the Defense Acquisition Regulatory Council.

- 6.1.3.14. Provides a member and an attorney to serve as counsel for the Contract Adjustment Board and the Contract Airlift Rate Adjustment Board.
- 6.1.3.15. Provides for Air Force representation on procurement protests before the General Services Administration Board of Contract Appeals and before the General Accounting Office.
- 6.1.3.16. Provides an advisor to the Air Force System Acquisition Review Council.
- 6.1.3.17. Provides reviewing officials on cases under the Program Fraud Civil Remedies Act.
- 6.1.3.18. Provides the agency designated counsel responsible for giving advice to all Air Force activities on state and local tax matters affecting Air Force procurements and on the use of nonstandard contract tax provisions.

Chapter 7
DEPUTY UNDER SECRETARY OF THE AIR FORCE INTERNATIONAL AFFAIRS (SAF/IA)

Figure 7.1. Organization Chart for the Deputy Under Secretary for International Affairs.



7.1. The Deputy Under Secretary for International Affairs (SAF/IA). The Deputy Under Secretary for International Affairs is responsible for oversight and advocacy of Air Force international programs and policies. SAF/IA will develop, disseminate and implement policy guidance for the direction, integration and supervision of United States Air Force (USAF) international programs and activities.

7.1.1. SAF/IA advises and supports the Office of the Secretary of the Air Force (OSAF), Office of the Chief of Staff and civilian and military officials of the Department of the Air Force concerning international activities.

7.1.2. SAF/IA is the Air Force focal point (FP) for the Department of Defense (DoD), Joint Staff, other Military Departments, Department of State and other US Government agencies for matters involving USAF international interests. Deputy Chief of Staff, Plans and Operations (USAF/XO) is USAF FP for matters involving operational interests.

7.1.3. SAF/IA is responsible for development and coordination of USAF positions on joint, interdepartmental and interagency non-operational matters.

7.1.4. Specific areas of SAF/IA responsibility include: political-military affairs, security assistance programs, technology and information transfer, disclosure policy and related activities, international cooperative research and development (R&D) efforts, attache and security assistance officer affairs, officer and civilian exchange programs, professional military education and United States Air Force Academy (USAFA) appointments, coordination of Distinguished Visitor (DV) international travel and foreign dignitary visits to USAF installations.

7.1.5. SAF/IA will establish objective criteria to measure Air Force compliance with national security policy and objectives. SAF/IA will evaluate the effectiveness of policy guidance for the direction, integration and supervision of non-operational international programs and activities and evaluate program execution.

7.2. Disclosure Division (SAF/IAD). The Disclosure Division:

7.2.1. Supervises and directs three branches which issue policies and procedures for the implementation of national disclosure policy.

7.2.2. Serves as FP for final decisions for the Air Force on release of information, procedures for foreign access to USAF installations, and the Air Force position on all export license actions.

7.3. Europe/NATO/Eurasia Division (SAF/IAE). The Europe/NATO/Eurasia Division:

7.3.1. Serves as focal point for Air Force international matters involving foreign air forces in the Europe/Central Europe regions along with NATO organizations and the former Soviet Union.

7.3.2. Reviews and provides policy oversight of Air Force plans, programs, and requirements in the region (described above) involving international affairs.

7.3.3. Responsible for developing, coordinating and implementing Air Force politico-military positions in the formulation and execution of US Government and international policy.

7.3.4. Implements and manages the security assistance programs for all nations throughout the region.

7.3.5. Provides assessments and analysis of politico-military issues for this dynamic and vital region.

7.3.6. Serves as focal point for foreign military sales, foreign military financial programs, international military education and training, reciprocal training, professional military education exchanges, sales to industry, leases, and excess defense article transfers.

7.3.7. Represents the Air Force in activities designed to enhance US and Air Force access and influence to include military-to-military contacts, joint activities, civil-military initiatives, base rights and access negotiations, status of forces agreements, and mutual support arrangements.

7.3.8. Promotes and strengthens relations with regional air forces, particularly on matters such as civil-military relationships, democratic norms, force modernization, sustainment, training, logistics, technology transfer/information disclosure, exchanges and long-range planning.

7.3.9. Acts as Air Force regional focal point for interaction and coordination with other uniformed services, the State Department, National Security Council, Office of the Secretary of Defense, the Organization of the Joint Chiefs of Staff, Defense agencies, US European Command and Air Force Major Air Commands.

7.3.10. Provides the oversight for international affairs and the management of weapons systems acquisition and logistics support programs with 24 nations, five international organizations, and four major multinational programs.

7.3.11. Serves as Air Force focal point for foreign embassies/representatives on matters concerning their air forces.

7.4. Americas Division (SAF/IAL). The Americas Division:

7.4.1. Serves as the Air Force FP for Air Force international matters involving regional Air Forces worldwide.

7.4.2. Provides a regional perspective for international policy decisions involving foreign air forces throughout the Caribbean Basin and Central and South America.

7.4.3. Assures coordination of regional international programs with Air Staff and Secretariat offices, other military services, DOD, and State Department agencies.

7.4.4. Evaluates regional military needs in consonance with US national objectives and makes recommendations regarding requirements.

7.4.5. Through a variety of means, including security assistance programs, works with the country team and the Unified Command structure to build modern, sustainable air forces which fully support the democratic governments of the region.

7.4.6. Interacts with senior representatives of each air force to build stronger relationships.

7.4.7. Implements national policy in administering counternarcotics assistance programs with regional air forces and some national police agencies. Works within the structure of regional organizations to foster United States Government (USG) goals in Latin America.

7.5. Middle East/Africa Division (SAF/IAM). The Middle East/Africa Division:

7.5.1. Serves as FP for Air Force international matters involving foreign air forces throughout the Middle East and Africa, and Southwest Asia.

7.5.2. Reviews and provides policy oversight of Air Force plans, programs, and requirements in the region involving international affairs.

7.5.3. Implements and manages the security assistance programs for all customer nations throughout the region.

7.5.4. Serves as FP for FMS, foreign military financial programs, international military education and training, reciprocal training, professional military education exchanges, sales to industry, leases, and excess defense article transfers.

7.5.5. Provides the oversight for international affairs and the management of weapons systems acquisition and logistics support programs with 57 countries.

7.6. Pacific Division (SAF/IAP). The Pacific Division:

7.6.1. Serves as Air Force FP for Air Force international matters involving foreign air forces in the Asia, Pacific, and Far East regions.

7.6.2. Assures coordination of regional international programs with Air Staff and Secretariat offices, other military services, DoD, and State Department agencies.

7.6.3. Reviews and serves as policy oversight of Air Force plans, programs, and requirements in the region involving international affairs.

7.6.4. Implements and manages the security assistance programs for all allied and friendly nations throughout the region.

7.6.5. Serves as FP for FMS, foreign military financial programs, international military education and training, reciprocal training, professional military education exchanges, sales to industry, leases, and excess defense article transfers.

7.6.6. Provides the oversight for international affairs and the management of weapons systems acquisition and logistics support programs with 22 countries.

7.7. Armaments Cooperation Division (SAF/IAQ). The Armaments Cooperation Division:

7.7.1. Serves as the FP for Air Force international cooperative R&D and acquisition.

7.7.2. Assures coordination of all international cooperative programs with Air Staff and Secretariat offices, other military services, and DoD.

7.7.3. Develops plans, policies, and procedures for staffing and approving all cooperative programs with a foreign nation or foreign organization.

7.7.4. Negotiates and concludes international cooperative agreements and manages USAF international cooperative programs.

7.7.5. Serves as the USAF FP for international cooperative R&D "Nunn Amendment" Programs, the Foreign Comparative Test Program, Defense Data/Information Exchange Programs, Scientist and Engineer Exchange Programs, and R&D Loan Agreements.

7.7.6. Manages the Air Force international cooperative R&D program element.

7.7.7. Serves as the national executive agent and supports the appointed US National Delegates to the NATO Advisory Group for Aerospace R&D.

7.7.8. Serves as the administrative agent and supports the appointed DoD and USAF National Delegates to the Supreme Headquarters Allied Powers Europe (SHAPE) Technical Center (STC) and von Karman Institute.

7.7.9. Supervises USAF personnel assigned to the Air Force International Programs Activity, STC, and R&D liaison offices in Bonn, Germany, and London, United Kingdom.

7.7.10. Supports HQ USAF representation to the NATO Air Force Armaments Group (NAFAG), NATO Four-Powers Air Senior National Representatives (ASNR) meetings, NAFAG Armaments Initiative Requirement (AIR) Groups, US/Canada ASNR meetings, US/Brazil National Executive Agents forum, and the US/Japan FS-X Technical Steering Committee and associated Working Subcommittees.

7.7.11. Supports USAF representation to DoD-sponsored international armaments cooperation activities associated with the NATO Conference of National Armaments Directors Meetings, US/Japan Systems and Technology Forum, The Technical Cooperation Program, and Defense Technology and Industrial Cooperation Committees with various foreign countries.

7.7.12. Manages and conducts the FMS System Acquisition General Officer-level review between SAF/IA and SAF/AQ.

7.7.13. Monitors and reports on the FMS system acquisition process to assure the appropriate level of USAF acquisition executive oversight.

7.8. Saudi Division (SAF/IAS). The Saudi Division:

7.8.1. Serves as FP for Air Force international matters involving the Royal Saudi Air Forces.

7.8.2. Reviews and provides policy oversight of Air Force plans, programs, and requirements in Saudi Arabia involving international affairs.

7.8.3. Implements and manages the security assistance programs for the Royal Saudi Air Force.

7.8.4. Serves as FP for foreign military sales, foreign military financial programs, international military education and training, reciprocal training, professional military education exchanges, sales to industry, leases, and excess defense articles transfers.

7.8.5. Provides the oversight for international affairs and the management of weapons systems acquisition and logistics support programs with Saudi Arabia.

7.9. Weapons Division (SAF/IAW). The Weapons Division:

7.9.1. Serves as the USAF FP for decisions to release sensitive classified and unclassified USAF information and technologies to foreign governments and international organizations.

7.9.2. Reviews and recommends approval or disapproval of industry requests for commercial licenses to market defense related products to foreign customers.

7.9.3. Selects and screens flying and FMS issues that the Secretary of the Air Force (SECAF) (and/or Under Secretary) will discuss with senior foreign air force leadership.

7.9.4. Provides oversight and technical expertise needed to integrate Air Force programs and requirements in all areas of international affairs including:

7.9.4.1. defense industrial cooperation.

7.9.4.2. international cooperative R&D programs.

7.9.4.3. international fuels agreements.

7.9.4.4. international programs for emergency aircraft maintenance.

7.9.4.5. mutual support agreements.

7.9.4.6. wartime host nation support programs.

7.9.4.7. FMS.

7.9.4.8. other security assistance programs.

7.9.5. Develops and promulgates USAF policies, procedures and management guidance for FMS of excess USAF defense article transfers to foreign air forces.

7.9.6. Monitors and provides oversight of all weapons system programs which may impact international affairs.

7.10. Policy Division (SAF/IAX). The Policy Division contributes to the Global Reach-Global Power principle--build U.S. influence--by overseeing international affairs policy, resource management and operations on behalf of the Deputy Under Secretary, International Affairs. Ensures international programs and activities are consistent with national policy, congressional legislation and DoD and Air Force directives and procedures. The Policy Division performs the following functions:

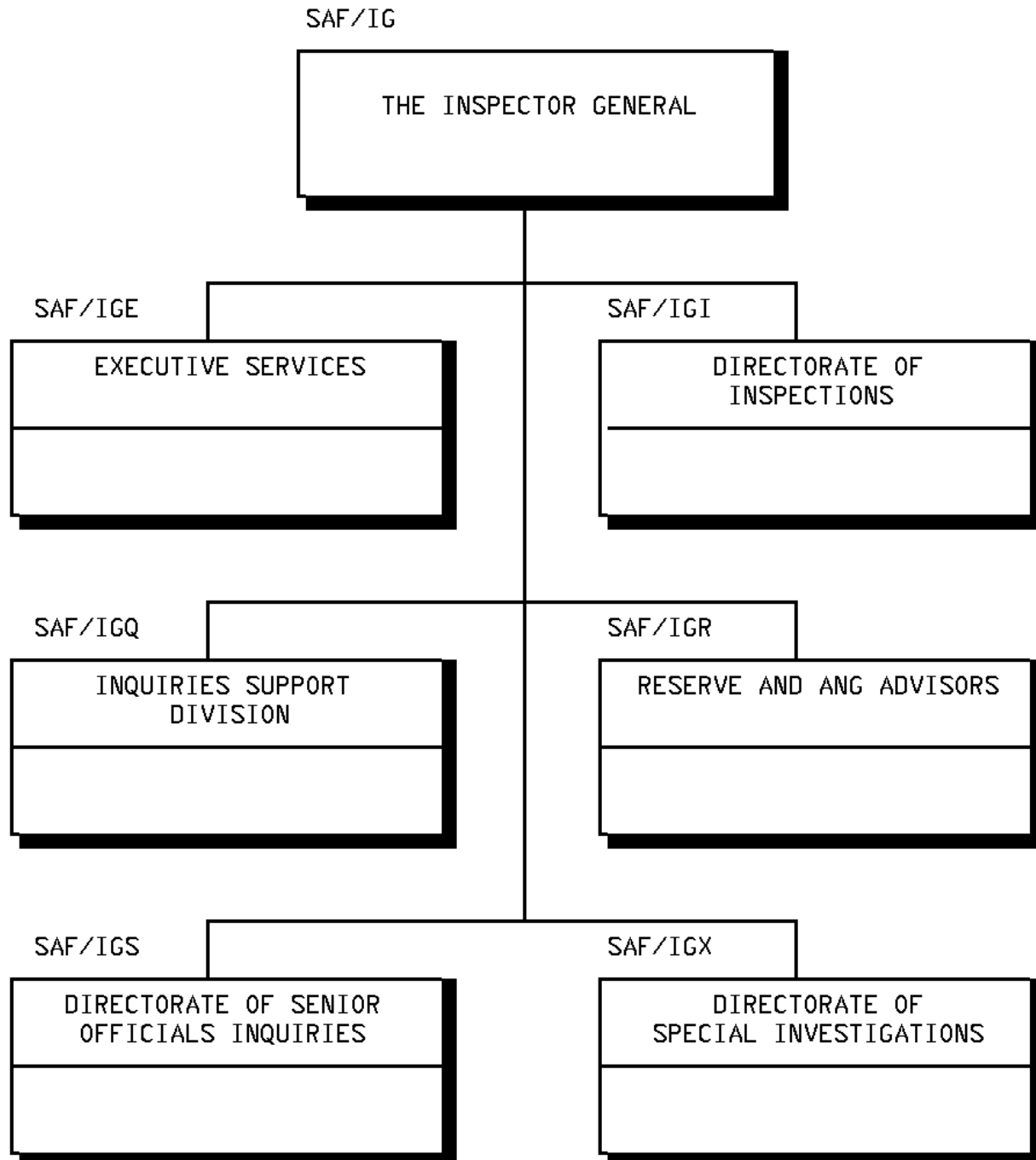
7.10.1. Security assistance policy for transportation, Special Defense Assistance Fund (SDAF), reports of discrepancy (ROD), training.

- 7.10.2. SAF/IA resource management--budget, manpower, personnel, automated information systems, internal security.
- 7.10.3. USAF resource management--security assistance administrative funding, cooperative funds, training, inventories, aircraft pricing, legislative initiatives, Freedom of Information Act (FOIA).
- 7.10.4. Security assistance manpower management.
- 7.10.5. Directives management--AF policy directives (AFPD) and instructions (AFI).
- 7.10.6. Case Management Control System (CMCS) program management.
- 7.10.7. Internal Management Control program oversight.
- 7.10.8. FMS document preparation and review.
- 7.10.9. FMS payment scheduling.
- 7.10.10. Case document implementation.
- 7.10.11. USAF and DoD financial systems update.
- 7.10.12. Interagency liaison--Joint Staff, Military Services, DoD, Department of State, United Nations, foreign embassies.
- 7.10.13. Political-military policy development and coordination.
- 7.10.14. Central FP for joint matters.
- 7.10.15. Oversight of international agreements.
- 7.10.16. Preparation for international DV visits and trip books.
- 7.10.17. Oversight of global cooperative/peacekeeping/democratization initiatives, counterdrug operations, arms control/nonproliferation, overseas basing, air show participation.

Chapter 8

INSPECTOR GENERAL
(SAF/IG)

Figure 8.1. Organization Chart for the Inspector General.



8.1. The Inspector General (SAF/IG). The Inspector General advises the Secretary of the Air Force (SECAF) and the Chief of Staff of the Air Force (CSAF) on the readiness, economy, efficiency and the state of discipline of the Air Force. Specifically, The Inspector General:

8.1.1. Is directly responsible to the SECAF for the United States Air Force (USAF) inspection, investigation, counterintelligence, complaint, and fraud, waste and abuse (FW&A) programs, portions of the antiterrorism program, as well as the policy, planning and allocation of resources relating thereto.

8.1.2. Makes inquiries into and reports on the discipline, efficiency, and economy of the Air Force and is directly responsible to the CSAF for the evaluation of operational readiness.

8.1.3. Supervises and oversees two Field Operating Agencies (FOAs) - the Air Force Inspection Agency (AFIA) and the Air Force Office of Special Investigations (AFOSI). See *AFMDs 27 and 37* for FOA mission statements.

8.2. Executive Services (SAF/IGE). The Executive Services office supports The Inspector General in interpreting and implementing administrative policy and managing the security and travel programs for the SAF/IG staff. Specifically, this office:

8.2.1. Is the single point of contact (POC) with the Air Staff and other agencies external to the Air Force for executive services to include administration, personnel and staff support functions.

8.2.2. Provides oversight of the SAF/IG travel budget.

8.2.3. Acts as security manager for the SAF/IG and all directorates and special offices within its staff.

8.3. Directorate of Inspections (SAF/IGI). The Directorate of Inspections supports The Inspector General in developing overall policies, planning, and program evaluation for the Air Force Inspection Program. Specifically, this Directorate:

8.3.1. Represents The Inspector General and AFIA on policy, planning, and program evaluation matters for inspections issues at the Air Staff, Secretariat, and Office of the Secretary of Defense (OSD) levels, as well as with the General Accounting Office (GAO), DoD/IG, and other agencies external to the Air Force.

8.3.2. Manages the oversight programs for the intelligence, acquisition, and Special Access Program for the Air Staff and Secretariat.

8.3.3. Performs special assignments and provides management and advisory service to The Inspector General, the Air Staff, and Secretariat.

8.3.4. Prepares, coordinates, and recommends changes to the Department of Defense (DoD), Air Force, and IG policy directives relating to inspections.

8.3.5. Prepares, executes and oversees resources plans and programs for accomplishing the inspections portion of the SAF/IG mission to include preparing and coordinating reports and recommended changes to Air Force resource planning and program directives impacting the Inspector General and AFIA.

8.4. Directorate of Inquiries (SAF/IGQ). The Inquiries Directorate supports The Inspector General as the focal point for inquiries and complaints, fraud, waste and abuse.

8.4.1. Develops overall policies, procedures, and evaluation criteria for the DoD Hotline Referral Program, FW&A Program, and personal complaints program within the Air Force.

8.4.2. Establishes and maintains policies related to IG administrative inquiries.

8.4.3. Serves as the single POC with the Secretariat, Air Staff, OSD, and Congress (through SAF/LL) on matters relating to complaints, DoD/IG referrals, FW&A, and the Air Force Hotline.

8.4.4. Develops policy concerning the processing of the Freedom of Information Act, Privacy Act, and official use requests pertaining to The Inspector General administrative inquiries.

8.4.5. Formulates policies, implementation procedures and program evaluation criteria for the USAF complaints, FW&A, and administrative inquiries programs.

8.5. Reserve and Air National Guard (ANG) Advisors (SAF/IGR). As provided in Title 10, United States Code, Sections 265 and 8021, the Reserve and ANG Advisors' manpower authorizations include specific positions for Air Reserve Component (ARC) Affairs to advise directors of higher staff levels and take part in preparing and managing policies, plans, programs, and regulations affecting ARC. Specifically, this office:

8.5.1. Coordinates across the Air Staff and Secretariat on inspection, inquiry, complaint, and FW&A issues impacting ARC activities.

8.5.2. Provides advice and/or recommendations to The Inspector General concerning all IG functions that relate to the ANG and Air Force Reserves (AFRES).

8.5.3. Provides ANG and AFRES assistance as required for all special inquiries, reviews and oversights, and all other SAF/IG complaint systems.

8.5.4. Reviews and monitors all ANG and AFRES inspection reports to identify trends which could degrade overall mission capability and readiness. Recommends corrective actions.

8.5.5. Actively participates in all conferences and seminars conducted by the ANG or AFRES as The Inspector General's representative.

8.5.6. Attends and participates in the USAF Air Reserve Forces Policy Committee on matters pertaining to SAF/IG activities.

8.5.7. Maintains close contact with the Chiefs of the NGB and AFRES and their staffs.

8.5.8. Conducts sensitive senior officer inquiries of ANG, AFRES and active forces.

8.5.9. Augments and assists in USAF inspection and survey teams in the inspection of ANG and AFRES units.

8.6. Directorate of Senior Officials Inquiries (SAF/IGS). The Directorate of Senior Official Inquiries supports The Inspector General in developing policy on and conducting inquiries of complaints and allegations made against Senior Air Force Officials (Active, Reserve, ANG and Retired in the grade of O7 and above; current and former civilians in grades GS or GM 16 and above; and current and former SES and PAS). Specifically, this Directorate:

8.6.1. Investigates allegations made against all senior Air Force Officials as defined above.

8.6.2. Review completed Reports of Investigation for legal sufficiency.

8.6.3. Develops policy, procedures, and evaluation criteria concerning inquiries made against Senior Air Force Officials.

8.7. Directorate of Special Investigations (SAF/IGX). The Directorate of Special Investigations supports The Inspector General in developing overall policies, plans, programs, and budgets for the USAF criminal investigative and counterintelligence programs, and portions of the antiterrorism program. Specifically, this Directorate:

8.7.1. Represents The Inspector General and AFOSI on policy, planning, resources allocation, budgeting and program evaluation matters relating to security, criminal investigative and counterintelligence, and portions of the antiterrorism issues at the Air Staff, Secretariat, and OSD levels, as well as with GAO, DoD/IG, and other national law enforcement agencies.

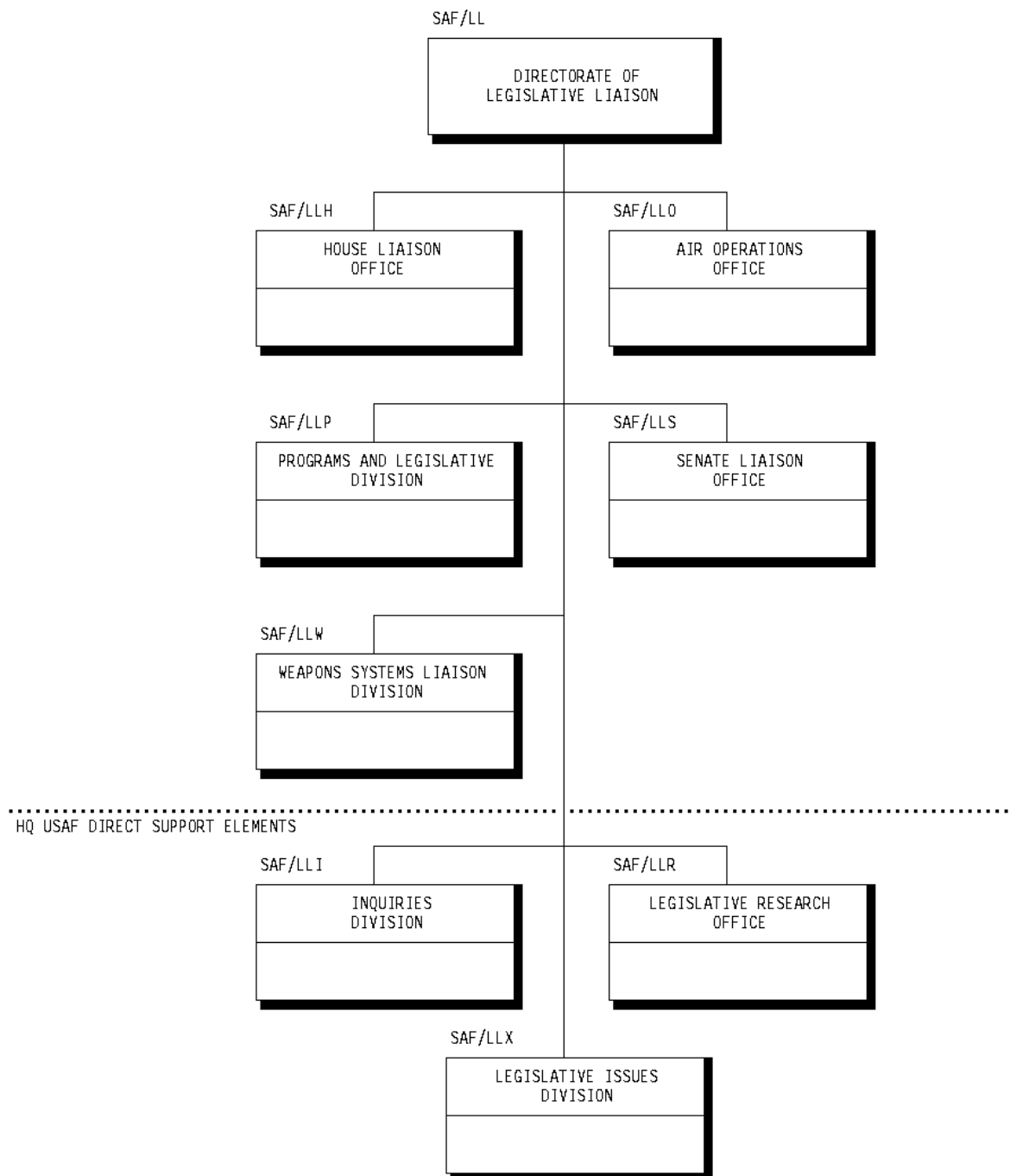
8.7.2. Performs special assignments and provides management and advisory service to The Inspector General, the Air Staff, and Secretariat on matters outlined in the SAF/IG mission.

- 8.7.3. Develops plans and procedures to implement the USAF Continuity of Operations Plan. Acquires appropriate personnel to support the Air Force Emergency Operations Center and Contingency Support Staff.
- 8.7.4. Coordinates Special Access Program oversight for the Air Staff and Secretariat with SAF/IGI.
- 8.7.5. Serves as single POC for AFOSI assistance and briefings to Secretariat, OSD and Air Staff.
- 8.7.6. Prepares, coordinates and recommends changes to DoD, Air Force, and SAF/IG policy directives relating to criminal investigative, counterintelligence, and portions of the antiterrorism programs.
- 8.7.7. Monitors and evaluates current program execution and resource usage within AFIA and AFOSI.
- 8.7.8. Submits the USAF investigative and inspection input to the DoD/IG Semiannual Report to Congress on audit, investigative and inspection activities and to the Congressional Budget Justification Books on the Counterdrug (CD), Security and Investigative Activities (S&IA), Foreign Counterintelligence (FCI), and portions of the Antiterrorism (AT) programs.
- 8.7.9. Prepares, executes, and oversees resource plans and programs for accomplishing the criminal investigative and counterintelligence portions of the SAF/IG mission to include preparing and coordinating reports and recommended changes to Air Force resource planning and program directives impacting The Inspector General, and AFOSI. Assists SAF/IGI in accomplishing these tasks for AFIA.

Chapter 9

LEGISLATIVE LIAISON
(SAF/LL)

Figure 9. 1. Organization Chart for the Directorate of Legislative Liaison.



9.1. Directorate of Legislative Liaison (SAF/LL). The Directorate of Legislative Liaison:

9.1.1. Is subject to the direction of the Secretary of the Air Force (SECAF), and is assigned the authority and responsibility to discharge the duties and functions prescribed here. This authority extends to relationships and transactions with all elements of the Department of the Air Force and other government and nongovernment organizations and persons.

9.1.2. Advises the Secretary and all other principal civilian and military officials of the Department of the Air Force concerning Air Force legislative affairs and Congressional relations.

9.1.3. Except for appropriation matters, the Directorate:

9.1.3.1. Develops, coordinates and supervises the Air Force legislative program.

9.1.3.2. Evaluates and reports legislative matters about the Air Force, including issuing pertinent legislative information to proper Air Force officials and offices.

9.1.3.3. Prepares and coordinates reports, testimony and related statements on legislation with the Office of the Secretary of Defense (OSD), the Office of Management and Budget and the Congress including scheduling and other arrangements for presentation of legislative testimony before Congressional committees.

9.1.3.4. Prepares reports and arranges for presentation of testimony about real estate and construction projects for approval of the Armed Services Committees.

9.1.3.5. Prepares replies to inquiries from Committees of Congress and arranges for presenting testimony at Congressional hearings.

9.1.3.6. Prepares replies to correspondence and inquiries from Members of Congress, the Executive Office of the President and the Office of the Vice President.

9.1.3.7. Releases classified information to the Congress according to policies prescribed by the SECAF.

9.1.3.8. Supervises travel arrangements for Congressional travel designated an official responsibility of the Air Force.

9.1.3.9. Keeps members and committees of Congress advised of Air Force activities within their area of interest.

9.1.3.10. Maintains direct liaison with the Congress, the Executive Office of the President, OSD and other government agencies on matters mentioned above.

9.1.3.11. Manages preparation and support of SECAF and the Chief of Staff of the Air Force (CSAF) annual Congressional testimony.

9.1.3.12. Prepares the annual Air Force Posture Statement.

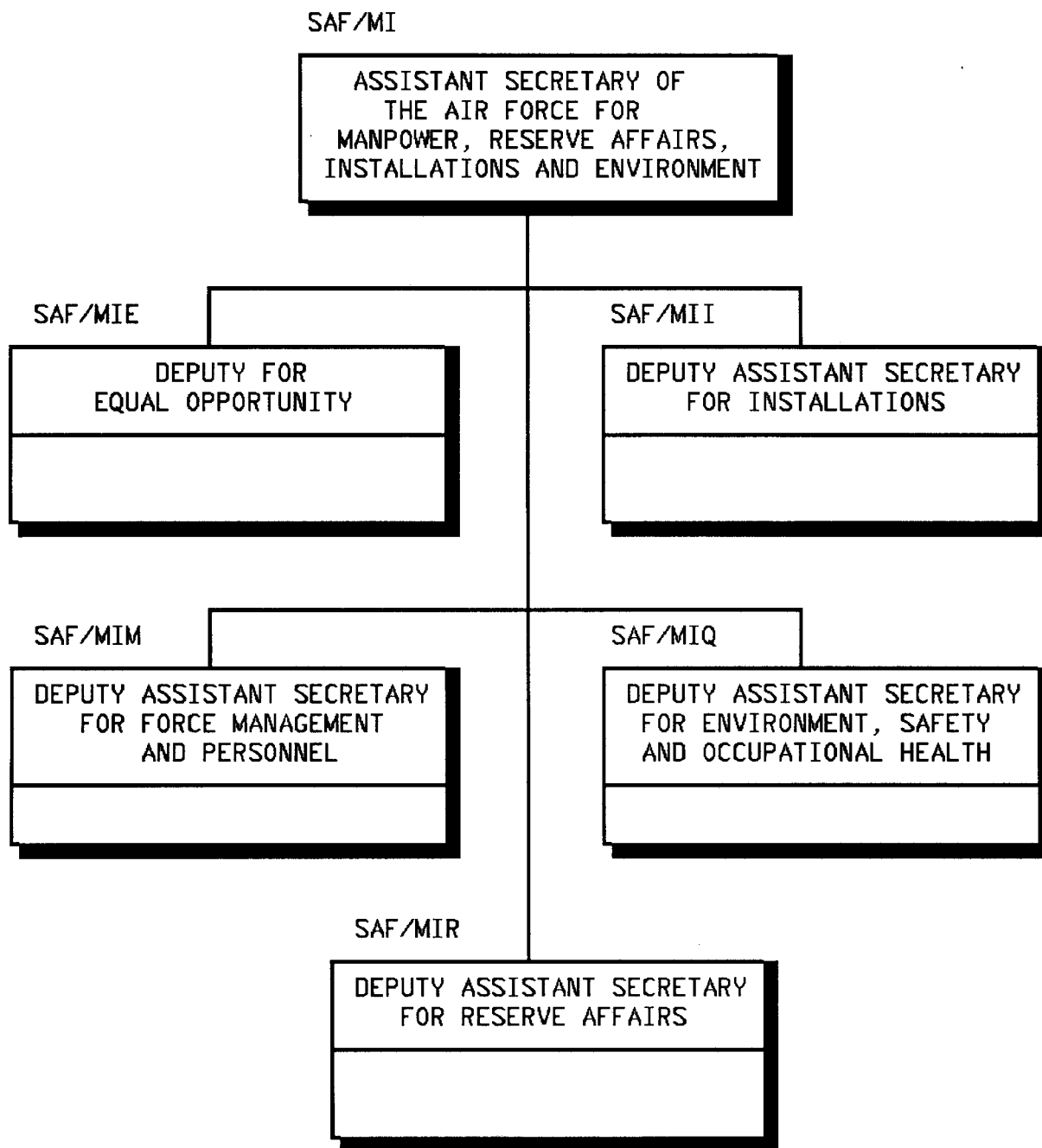
9.1.3.13. Organizes, directs and monitors the Air Force Staff Posture Team.

9.1.3.14. Prepares the Air Force Issues Book.

Chapter 10

**ASSISTANT SECRETARY OF THE AIR FORCE
MANPOWER, RESERVE AFFAIRS, INSTALLATIONS
AND ENVIRONMENT
(SAF/MI)**

Figure 10.1. Organization Chart for the Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment.



10.1. The Assistant Secretary for Manpower, Reserve Affairs, Installations and Environment (SAF/MI). The Assistant Secretary for Manpower, Reserve Affairs, Installations and Environment is responsible for:

10.1.1. The overall supervision of manpower; military and civilian personnel; Reserve component affairs; installations; environment, safety, and occupational health for the Department of the Air Force.

10.1.2. Providing guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, policies, programs and budgets relative to:

10.1.3. Military and civilian personnel, including procurement, training, assignment, utilization, career development, promotion, separation, compensation and entitlements; family matters; morale, welfare, recreation and services; commissaries and base exchanges; and health care programs and benefits.

10.1.4. Manpower management programs and techniques, including end strength management, manpower mix and military essentiality matters, productivity and Total Quality management (TQM).

10.1.5. Programs to prohibit discrimination because of age, race, religion, color, sex, national origin or handicapping conditions (except programs applicable to contractors) and to create a working environment free from the aforementioned discrimination as well as free from sexual harassment.

10.1.6. Reserve component affairs, including the Air National Guard and the Air Force Reserve, Air Force oversight of the Civil Air Patrol, Total Force policy, mobilization/demobilization, air base operability, counterdrug, drug interdiction and program to counter substance abuse.

10.1.7. Installations, including comprehensive planning, programming, acquisition, utilization, and disposal of all real property facilities (includes family housing, commissaries, base exchanges, Morale, Welfare, Recreation and Services facilities), maintenance, repair and operation of all real property facilities; base closures and realignments, including force structure basing changes; economic adjustments; air base performance and operability; acquisition and disposal of real estate; and annexation of installations by municipalities.

10.1.8. Environment, Safety and Occupational Health, including environmental quality, compliance, impact analysis, cleanup, waste minimization and management; occupational safety and health; pollution and hazard abatement; natural and cultural resource management; historic preservation; encroachment prevention; range, airspace, and community planning; interagency and intergovernmental coordination; community impact analysis and assistance; disaster preparedness and threat technology analysis in support of air base performance and operability.

10.1.9. The Assistant Secretary for Manpower, Reserve Affairs, Installations and Environment serves as a member of the:

10.1.9.1. Air Force Council (AFC).

10.1.9.2. Reserve Forces Policy Board (established by Title 10, United States Code, Chapter 7, Section 175(a)(2)).

10.1.9.3. Per Diem, Travel and Transportation Allowance Committee.

10.1.9.4. Defense Health Council.

10.1.9.5. Department of Defense (DoD) Council on TQM.

10.1.9.6. DoD Mobilization and Deployment Steering Committee.

10.1.9.7. National Narcotics Border Interdiction System Coordinating Committee.

10.1.9.8. Defense Equal Opportunity Council.

10.1.9.9. Defense Program Review Board.

10.1.10. Subordinate offices include:

10.1.10.1. Deputy for Equal Opportunity (SAF/MIE).

10.1.10.2. Deputy Assistant Secretary for Installations (SAF/MII).

10.1.10.3. Deputy Assistant Secretary for Force Management and Personnel (SAF/MIM).

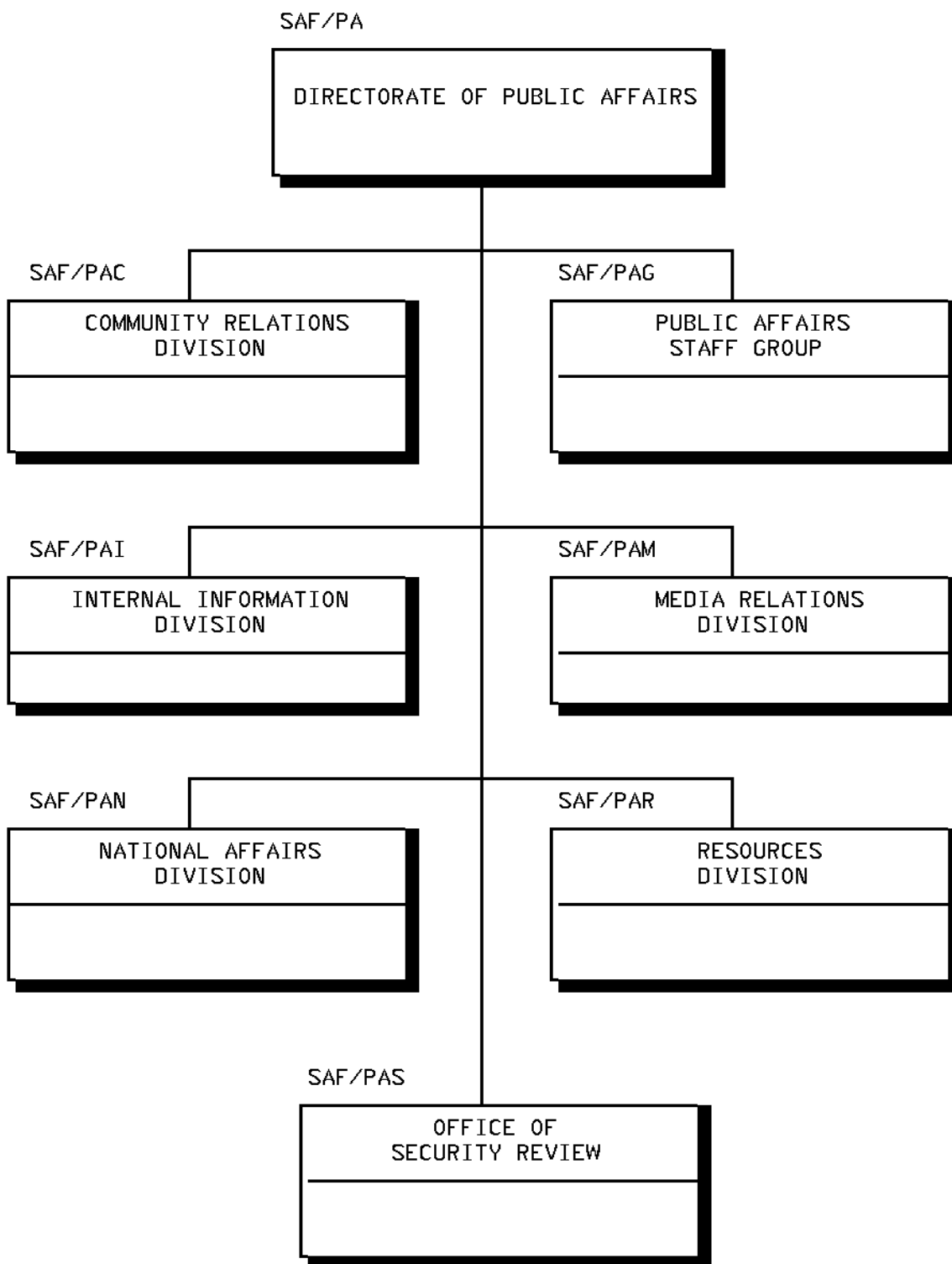
10.1.10.4. Deputy Assistant Secretary for Environment, Safety and Occupational Health (SAF/MIQ).

10.1.10.5. Deputy Assistant Secretary for Reserve Affairs (SAF/MIR).

Chapter 11

PUBLIC AFFAIRS (SAF/PA)

Figure 11.1. Organization Chart for the Directorate of Public Affairs.



11.1. Directorate of Public Affairs (SAF/PA). The Directorate of Public Affairs advises the Secretary of the Air Force, the Chief of Staff, and all other principal military and civilian officials of the Department of the Air Force concerning public affairs activities. Specifically, this Directorate:

11.1.1. Develops methodology for and conducts the operations of the United States Air Force (USAF) Public Affairs program.

11.1.2. Creates and executes strategies to build informed public support for the Air Force.

11.1.3. Provides direction and policy for Air Force internal information, community and media relations, and security review programs during peace and war.

11.1.4. Provides human resource management for the public affairs career field.

11.1.5. Plans, directs, supervises, and analyzes the effectiveness of internal and external public affairs activities.

11.1.6. Directs and supervises operation of the Air Force News Agency, a Field Operating Agency that includes the Air Force Broadcasting Service and Army-Air Force Hometown News Service.

11.1.7. Determines the degree of augmentation required from the Reserve Components to support effective public affairs during mobilization for war or contingency operations.

11.2. Community Relations Division (SAF/PAC). The Community Relations Division coordinates and oversees all activities in support of SAF/PA requirements directly related to community relations programs. This Division:

11.2.1. Develops, plans, and implements Air Force-wide programs designed to stimulate and foster mutual acceptance, understanding, and cooperation between the Air Force and the public.

11.2.2. Plans, guides, and directs Air Force relations with national civic groups and organizations in order to stimulate mutual understanding.

11.2.3. Manages the Major Command (MAJCOM) Civic Leader Tour Program, the Public Affairs Airlift and Orientation Flight Programs, and yearly visits to the Pentagon by influential civic leaders from throughout the United States.

11.2.4. Handles aviation event requests (static displays, flyovers) and coordinates special community relations events (open houses, POW/MIA activities, anniversary celebrations).

11.2.5. Manages the National Civic Outreach Program, coordinating senior officer speaking and public affairs events in key media markets throughout the United States.

11.2.6. Oversees USAF Thunderbirds policy and scheduling.

11.2.7. Has Air Staff responsibility for the worldwide Air Force Bands and Music program.

11.2.8. Maintains the Public Affairs Resource Library.

11.3. Public Affairs Staff Group (SAF/PAG). The Public Affairs Staff Group develops, plans, and implements public affairs activities and programs in direct support of the Secretary of the Air Force and Chief of Staff. This Group:

11.3.1. Conducts coordinated, active public affairs programs in support of the Secretary and Under Secretary of the Air Force; the Chief of Staff, Vice Chief and Assistant Vice Chief; and, the Chief Master Sergeant of the Air Force.

11.3.2. Develops special programs in support of contemporary issues accented by senior leaders. Develops and implements proactive communication programs in support of senior leader public event attendance, speaking engagements, and media interviews.

11.3.3. Participates with the Community Relations Division, Internal Information Division, Media Relations Division, and National Affairs Division in supporting special priority communications programs and issues.

11.3.4. Coordinates the development of strategic communications plans in support of issues and priorities of the Secretary of the Air Force, Chief of Staff, and Chief Master Sergeant of the Air Force.

11.4. Internal Information Division (SAF/PAI). The Internal Information Division establishes policies and programs to provide timely, accurate and relevant Air Force and Department of Defense (DoD) news and information to the total Air Force community during peace and war. This Division:

11.4.1. Develops, plans, and implements proactive internal information policies, programs and strategies in support of Air Force senior leadership via print, electronic and computer products and programs to provide insight that clarifies the key issues and priorities for the Air Force community.

11.4.2. Serves as focal point and interface with HQ USAF agencies, field organizations, other Services, and DoD in managing internal information programs and resources.

11.4.3. Interprets and analyzes the news value of events that shape the Air Force, and quickly gathers and disseminates that information via print, electronic and computer products.

11.4.4. Establishes policy for the Air Force base newspaper program and the Internal Bulletin Board System, an Air Force Public Affairs Network service providing computer access to internal information products for public affairs offices worldwide.

11.4.5. Manages and provides direction and guidance to the *Air Force News Service* Pentagon Bureau.

11.5. Media Relations Division (SAF/PAM). The Media Relations Division informs and explains to the American public, primarily through the Pentagon Press Corps and other national and international media, Air Force policies, programs, activities and issues. This Division:

11.5.1. Serves as primary Air Force focal point for contact with national radio and television networks, national and international news wire services, national and regional newspapers, trade journals, and book authors.

11.5.2. Maintains a crisis response capability for SAF/PA, to include providing public affairs guidance and support to the Secretariat, the Air Staff, and subordinate MAJCOMs, Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs).

11.5.3. Integrates and focuses media relations activities in support of Air Force priority programs, to include preparing information materials and responding to news media queries promptly and accurately.

11.5.4. Maintains liaison with the Assistant Secretary of Defense for Public Affairs (ASD/PA) and other federal and nongovernment agencies in conducting public affairs activities in support of Air Force programs.

11.5.5. Conducts media training for Air Force general officers, top-level civilians, and other spokespersons on an as-required basis.

11.5.6. Acts as focal point and monitor within public affairs for Freedom of Information Act requests.

11.6. National Affairs Division (SAF/PAN). The National Affairs Division develops strategies to effectively tell the Air Force story to the American public. This Division:

11.6.1. Develops strategies to build informed public support for the Air Force.

11.6.2. Uses national radio and television networks, national and international news wire services, national and regional newspapers, trade journals, book authors, the motion picture industry, and other communication channels to proactively tell the Air Force story.

11.6.3. Determines the appropriateness of the use of Air Force resources in commercial motion pictures, television programs, documentaries, and defense contractor and other commercial promotional presentations.

11.6.4. Supervises the Office of Public Affairs Eastern Region in New York City (SAF/PAER), the Office of Public Affairs Midwest Region in Chicago (SAF/PAMR), and the Office of Public Affairs Western Region in Los Angeles (SAF/PAWR), providing guidance and direction to their regional public affairs programs.

11.6.5. Researches and analyzes public understanding of Air Force positions on key issues, determines public affairs implications of public opinion trends, and evaluates the effectiveness of public affairs programs.

11.7. Resources Division (SAF/PAR). The Resources Division manages Air Force public affairs resources, including manpower, personnel, and education and training programs, and directs SAF/PA strategic and wartime planning. This Division:

11.7.1. Interfaces with HQ USAF agencies, field organizations, other Services, and civilian institutions in managing public affairs military and civilian resources.

11.7.2. Monitors public affairs spending under program elements 88711, 91214, and 91298.

11.7.3. Provides general management support to include regulation review and revision, organizing and conducting public affairs workshops, and scheduling SAF/PA participation in Air Force, DoD, and Joint Chiefs of Staff (JCS) exercises.

11.7.4. Directs the SAF/PA wartime and quality management planning programs.

11.7.5. Develops and manages SAF/PA human resource development programs for the career field's officer, enlisted, and civilian members.

11.7.6. Develops innovative uses of technology, and provides technology services for the Air Force public affairs community.

11.8. Office for Security Review (SAF/PAS). The Office for Security Review is the sole Air Force agency responsible for security and policy clearance of information proposed for public release through any information medium, including open publication by Congress, except for information required to be released under the Freedom of Information Act and the Privacy Act. This Office:

11.8.1. Advises the Director of Public Affairs and other Air Force civilian and military leaders on security and policy review matters.

11.8.2. Reviews information originated by the Air Force and other Department of Defense components and their contractors to prevent the inadvertent release of classified material and Militarily Critical Technology transfer and to ensure official material conforms to established government policies and programs.

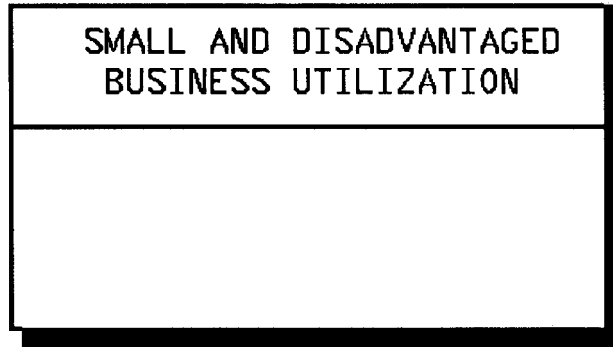
11.8.3. Reviews speeches; scientific, technical, and academic papers; congressional testimony and budgetary documents; advertisements and news releases; and, audio-visual and other multimedia products for public release.

11.8.4. Provides policy, direction, and guidance to commands on management and implementation of the Air Force Security Review Program.

Chapter 12

**SMALL AND DISADVANTAGED
BUSINESS UTILIZATION
(SAF/SB)****Figure 12.1. Organization Chart for the Small and Disadvantaged Business Utilization.**

SAF/SB



12.1. The Director of Small and Disadvantaged Business Utilization (SAF/SB). The Director of Small and Disadvantaged Business Utilization is responsible for Air Force implementation and execution of the functions and duties required by Title 15, United States Code, Section 631, et seq., related legislation, and *Executive Orders 12138, 12677, and 12876*. The Director:

12.1.1. Advises the Secretary and Under Secretary on matters of small business, small disadvantaged business, historically black colleges and universities/minority institutions, women-owned business, and labor surplus area matters.

12.1.2. Plans, develops, and directs the Air Force programs on small business, small disadvantaged business, historically black colleges and universities/minority institutions, women-owned business, and labor surplus areas.

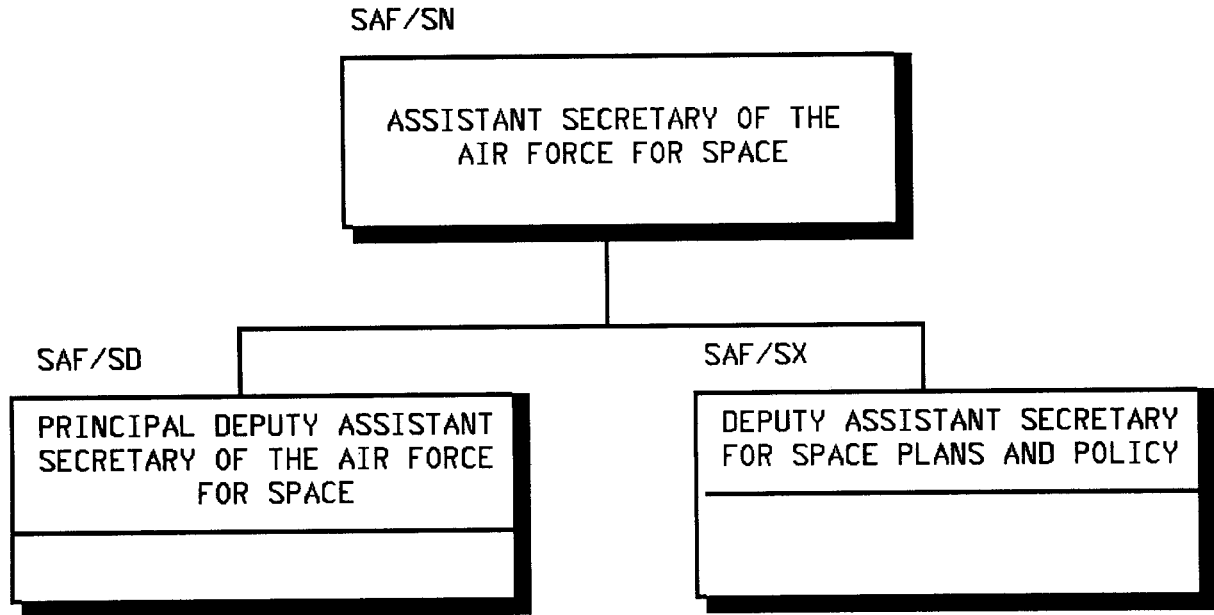
12.1.3. Represents the Air Force on these matters with the Department of Defense (DoD), other Departments or agencies, and private industry.

12.1.4. Exercises supervisory authority on these matters over all Air Force Small and Disadvantaged Business Utilization Associate Directors and Specialists (approximately two hundred, Air Force-wide).

Chapter 13

**ASSISTANT SECRETARY OF THE AIR FORCE FOR SPACE
(SAF/SN)**

Figure 13.1. Organization Chart for the Assistant Secretary of the Air Force for Space.



13.1. Assistant Secretary of the Air Force for Space (SAF/SN). The Assistant Secretary of the Air Force for Space:

13.1.1. Reviews and coordinates all Air Force space and space-related matters, with principal emphasis on policy, strategy and planning.

13.1.2. Supports the Secretary of the Air Force (SECAF) in the discharge of such responsibilities for the Department of Defense (DoD) space activities as the Secretary of Defense may assign, to include acting on behalf of the SECAF as required.

13.1.3. Ensures comprehensive, integrated planning of Air Force space and space-related activities, to include consideration of their relationships to the activities of other organizations with space responsibilities.

13.1.4. Advises the Secretary and the Chief of Staff on space policies, plans, programs, budgets and operations.

13.1.5. Will not exercise authorities otherwise specifically assigned to the Air Force Acquisition Executive.

13.1.6. Reports to the Secretary of Defense while serving as the Director of the National Reconnaissance Office.

13.1.7. Develops for promulgation by the Secretary, broad goals, policies and related guidance for Air Force space activities that will provide for an integrated Air Force space program.

13.1.8. Maintains cognizance of, and assesses Air Force responsiveness to, National, DoD and Air Force Space Policies. This will include close cooperation with the relevant Air Staff and Secretariat offices.

13.1.9. Develops and maintains a cooperative relationship with DoD and non-DoD organizations with space and space-related responsibilities, with special attention to the needs of other users of Air Force space systems.

13.1.10. Participates in, and coordinates on, major Air Force program decisions and reviews addressing space and space-related efforts.

13.1.11. At the discretion of the Secretary, serves as the Air Force representative to space-related, internal DoD or interagency councils and boards.

13.1.12. Serves as the Air Force focal point (FP) for DoD and interagency matters involving Air Force space interests. This includes interagency memoranda of agreement, as well as Air Force program and policy interactions with the National Aeronautics and Space Administration (NASA) and with Executive departments having responsibilities for commercial space activities.

13.1.13. Formulates, in collaboration with the Assistant Secretary (Acquisition) and the Assistant Secretary (Financial Management), a budget cross-cut for space, in order to assist the Secretary in providing overall supervision of space resources and ensuring an internally consistent and balanced space program.

13.1.14. Advises the Secretary and the Chief of Staff on arms control and treaty matters as they pertain to Air Force space interests.

13.1.15. Serves as a member of the Air Force Council.

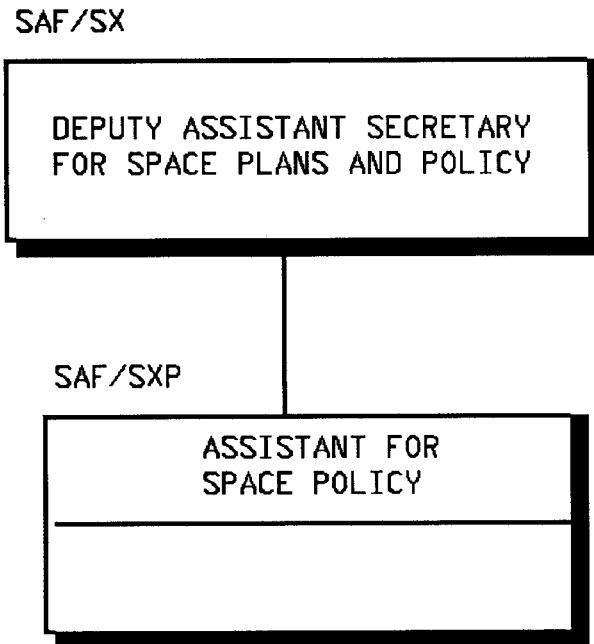
13.1.16. Conducts other activities directed by the Secretary.

13.1.17. As the Director, National Reconnaissance Office, ensures that the United States (US) has the technology and spaceborne and airborne assets needed to acquire intelligence world-wide, including support to such functions as monitoring of arms control agreements, indications and warning and the planning and conduct of military operations.

13.2. Principal Deputy Assistant Secretary of the Air Force for Space (SAF/SD). The Principal Deputy Assistant Secretary of the Air Force for Space:

13.2.1. Serves as the Deputy Director of the National Reconnaissance Office and principal advisor to the Assistant Secretary for Space on National Reconnaissance Office related matters.

13.2.2. Performs those duties necessary to the conduct of research and development, acquisition and operation of spaceborne and assigned data collection systems to satisfy the mission of the National Reconnaissance Office.

Figure 13.2. Organization Chart for the Deputy Assistant Secretary for Space Plans and Policy.

13.3. Deputy Assistant Secretary for Space Plans and Policy (SAF/SX). The Deputy Assistant Secretary for Space Plans and Policy:

13.3.1. Serves as principal executive and advisor to the Assistant Secretary of the Air Force for Space in all matters concerning the formulation and execution of national, DoD and Air Force space policy, planning and strategy related to the entire spectrum of Air Force activities.

13.3.2. Ensures Air Force compliance with statutory, national, DoD and Air Force policy and guidance regarding space activities and provides implementing guidance and direction.

13.3.3. Serves as the FP within the Air Force for the formulation and interpretation of comprehensive, integrated plans and policies for Air Force space activities.

13.3.4. Acts for and serves as a staff resource to the Assistant Secretary for Space for the conduct of his or her overall responsibilities and provides continuity during changes of Administration.

13.3.5. Represents the Air Force in DoD and national space forums and other interagency working groups on space matters.

13.3.6. Represents the Air Force in space-related national and DoD interagency policy development resolving major interagency policy disputes through direct contact and negotiation with senior counterpart officials.

13.3.7. Acts as the office of primary responsibility for policy and planning interaction with NASA to include negotiating Memoranda of Agreement.

13.3.8. Negotiates and coordinates interagency agreements related to Air Force space responsibilities, such as Air Force, Department of Transportation and Department of Commerce agreements on commercial space, Air Force and NASA Headquarters Memoranda of Agreement.

13.3.9. Formulates an integrated Air Force space strategy and ensures comprehensive integrated planning of Air Force space and space-related activities to include relationships to other DoD elements and Executive Branch Agencies with space responsibilities.

13.3.10. Reviews and coordinates on program management directives and long term plans for Air Force space programs.

13.3.11. Provides the Assistant Secretary (Space) with analysis of, and recommendations for changes to, Air Force fiscal and force structure guidance, Program Objective Memorandums and Budget Estimate Submissions relating to space and space-related activities.

13.3.12. Maintains liaison with Air Staff and Air Force Secretariat organizations with acquisition and planning, programming, and budgeting system (PPBS) responsibilities for space and space-related matters. Provides independent assessments on space matters.

13.3.13. Acts as the office of primary responsibility for Air Force support to commercial space activities by representing the Air Force to the Department of Transportation and Department of Commerce and at interagency fora. Ensures Air Force compliance with statutory and regulatory requirements of the Commercial Space Transportation Act (Public Law 103-272, *Revise, codify and enact without substantive change certain general and permanent laws related to Transportation as subtitles II, III, and V - X of Title 49, United States Code, Transportation*, 5 July 1994). Determines action to be taken by Air Force components and issues appropriate policy and direction. Provides an Air Force interface to the commercial space industry.

13.3.14. Participates in Air Force, interdepartmental, and interagency scientific and advisory boards addressing space and space-related matters.

13.3.15. Advises the Assistant Secretary on the Air Force space implications of arms control and treaty proposals or other international agreements.

13.3.16. As appropriate, participates in Source Selection Advisory Committees, Business Strategy Panels, the National Mission Model Review Group and related organizations addressing major space and space-related programs and activities.

13.3.17. Represents the Air Force in testimony before hearings of Congressional Committees on appropriate space and space-related issues.

13.3.18. Conducts other activities as directed by the Assistant Secretary for Space.

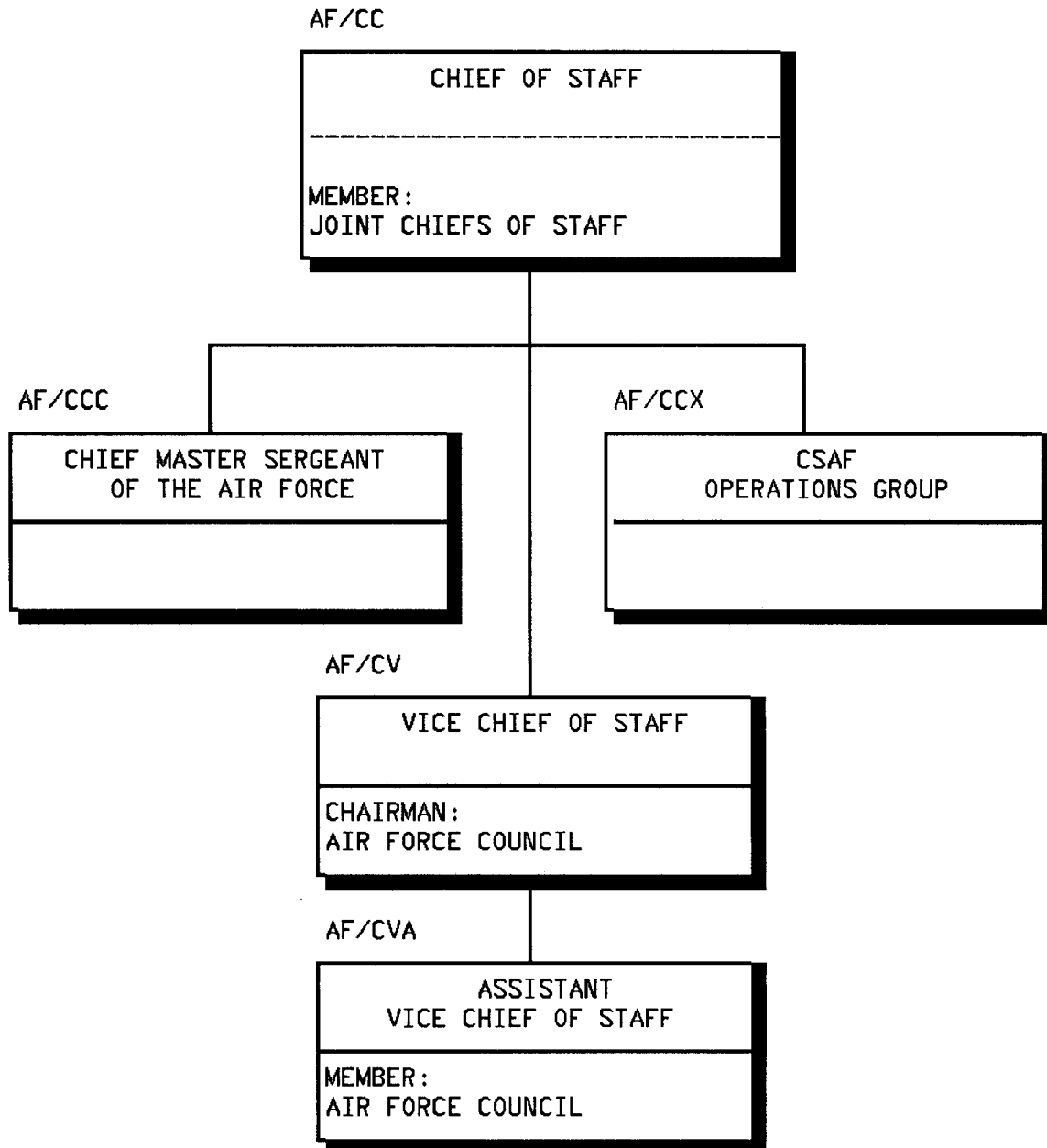
PART II

AIR STAFF

Chapter 14

CHIEF OF STAFF
(AF/CC)

Figure 14.1. Organization Chart for the Chief of Staff of the Air Force.

**14.1. Chief of Staff (AF/CC).** The Chief:

14.1.1. Is a member of the Joint Chiefs of Staff and the Armed Forces Policy Council. As a member of the Joint Chiefs of Staff, he is one of the principal military advisors to the President, the National Security Council, and the Secretary of Defense; he is the principal military advisor and executive to the Secretary of the Air Force on activities of the Air Force.

14.1.2. Presides over the Air Staff and supervises members and organizations of the Air Force as the Secretary of the Air Force determines, consistent with full operational command assigned to commanders of unified combatant commands.

14.1.3. Is directly responsible to the Secretary of the Air Force for the efficiency of the Air Force and its preparedness for military operations. Advises the Secretary on the plans and recommendations of the Air Staff and acts as the Secretary's agent in carrying them out.

14.1.4. Supervises the administration of Air Force personnel assigned to unified organizations and unified combatant commands. Provides support to forces assigned to these organizations and commands as directed by the Secretary of Defense.

14.1.5. Supervises the following activities when responsibility for them has been assigned to the Air Force by the Secretary of Defense: Any supply or service activity common to more than one military department; the development and operational use of new weapons systems; and the performance of such functions as may be transferred from other departments or agencies of the Department of Defense.

14.1.6. Performs other duties as are assigned by the President.

14.2. Vice Chief of Staff (AF/CV). The Vice Chief:

14.2.1. Assists the Chief of Staff.

14.2.2. Under the delegated authority from the Chief of Staff, supervises the Air Force consistent with policy guidance and statutory limitations.

14.2.3. If the Chief of Staff is absent, disabled, or if the office is vacant, exercises the authority and performs the duties of the Chief of Staff.

14.2.4. Is Chairman of the Air Force Council.

14.3. Assistant Vice Chief of Staff (AF/CVA). The Assistant Vice Chief:

14.3.1. Assists the Chief of Staff and the Vice Chief of Staff.

14.3.2. Assists in developing, implementing, and reviewing plans, programs and policies, in the overall direction of the Air Force.

14.3.3. Generally, supervises the organization and administration of the Air Staff, and provides administrative services for the offices of the Secretary.

14.3.4. Arbitrates differences that develop between Air Staff agencies, and between those agencies and field commands. Provides guidelines for the resolution of problem areas.

14.3.5. Serves as member of the Air Force Council; Chairman in AF/CV's absence.

14.3.6. Serves as accreditation authority for foreign air attache corps in Washington. Principal USAF representative officer to attache corps functions.

14.3.7. Serves as Chairman, Communications Computer Systems Requirement Board.

14.3.8. Is a member of the Scientific Advisory Board Steering Committee.

14.3.9. Serves as Co-Chairman of the Environmental Protection Committee.

14.4. Chief Master Sergeant of the Air Force (AF/CCC). The Chief Master Sergeant of the Air Force:

14.4.1. Advises and assists the Chief of Staff and the Secretary of the Air Force on matters concerning Air Force enlisted members.

14.4.2. Serves as a representative of the enlisted force on several advisory boards: Air Force Aid Society Board of Trustees, Defense Commissary Agency Board of Directors, Air Force Morale, Welfare and Recreation (MWR) Board (AFMWRB), Air Force Uniform Board, Army & Air Force Exchange Service (AAFES) Board of Directors, and US Soldiers' and Airmen's Home (USSAH) Board of Commissioners.

14.5. Chief of Staff of the Air Force (CSAF) Operations Group (CCX). The CSAF Operations Group:

14.5.1. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in developing ideas, policies and concepts spanning the full range of Air Force and joint operational issues.

14.5.2. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in presenting Air Force policies and positions to civic, military and other professional groups.

14.5.3. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in preparing speeches, Congressional testimony, statements and articles.

14.5.4. Conducts special projects and advises the senior leadership on Air Force doctrine, policy, structure, and operations.

14.5.5. Interfaces with the Air Staff, Secretariat, Joint Staff and Office of the Secretary of Defense (OSD) on top priority programs.

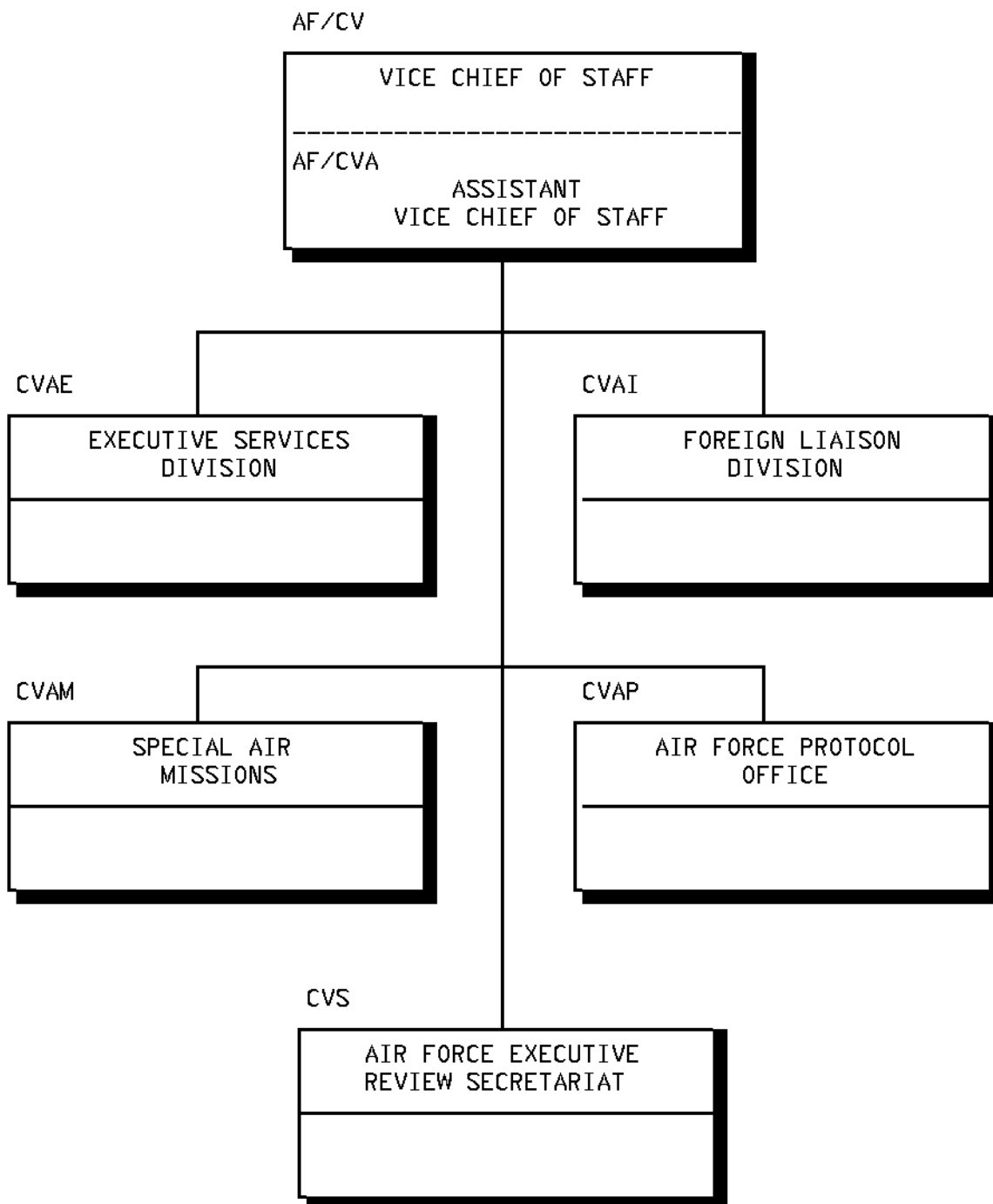
14.5.6. Assists the Air Staff by providing background information and ideas to ensure policy and position statements reflect senior leadership guidance.

Chapter 15

VICE CHIEF OF STAFF AND ASSISTANT VICE CHIEF OF STAFF

(SUPPORT ELEMENTS) (AF/CVS)

Figure 15.1. Organization Chart for the Vice Chief of Staff and the Assistant Vice Chief of Staff of the Air Force.



15.1. Executive Services Division (AF/CVAE). The Executive Services Division manages and directs the administrative support functions for the offices of the Secretary of the Air Force (SECAF) and Headquarters United States Air Force (HQ USAF) Command Section (AF/CC, CV, and CVA). Specifically, this Division:

- 15.1.1. Develops and implements policy and technical guidance for the Secretariat and Air Staff governing the preparation and processing of correspondence for signature, approval, coordination or information of the principal Secretariat offices and the Command Section.
- 15.1.2. Performs quality control to ensure that the staff complies with specified administrative procedures and directives as they apply to correspondence preparation for Secretariat and Command Section action.
- 15.1.3. Is the administrative liaison between Air Staff, Secretariat, and the Office of the Secretary of Defense (OSD).
- 15.1.4. Is responsible for the routing and referral of correspondence and messages to the appropriate Secretariat or Air Staff office for action or information.
- 15.1.5. Establishes and controls Secretariat and Command Section suspense actions on all correspondence.
- 15.1.6. Receives and dispatches official correspondence and messages (both classified and unclassified) and mail (including certified and registered) for the offices of the SECAF and the HQ USAF Command Section.
- 15.1.7. Tracks the status of cases through the signature and approval process within the Command Section and the Secretariat.
- 15.1.8. Provides Deputy Chief of Staff/Assistant Chief of Staff (DCS/ACS) staff offices with a daily list of suspense cases being monitored for the Secretariat (SAF) and the Command Section.
- 15.1.9. Prepares a correspondence signature and approval log for SAF/OS officials and HQ USAF Command Section.
- 15.1.10. Is responsible for managing SAF/OS, SAF/US and Command Section Records Management Program including guidance to functional area records managers, Privacy and Freedom of Information Acts monitoring, and preparation of annual reports.
- 15.1.11. Researches/retrieves documents for the Secretariat and Command Section which have processed through for action; cases controlled may be stored in the office or at the Washington National Records Center.
- 15.1.12. Is the official Customer Account Representative (CAR) for publications and forms for the Command Section.
- 15.1.13. Performs top secret and North Atlantic Treaty Organization (NATO) control officer functions for the Command Section.
- 15.1.14. Performs internal and external courier service for the Secretariat and the Command Section.
- 15.1.15. Is the Command Section's security manager.
- 15.1.16. Performs supply management functions for Command Section.
- 15.1.17. Serves as the focal point (FP) for Command Section administrative actions and special projects. Provides support services and performs special projects for AF/CC, AF/CV, and AF/CVA.
- 15.1.18. Serves as member of the Communications-Computer Systems Requirements Board (CSRB) working group for the Command Section and performs system analyses for Command section offices.
- 15.1.19. Manages the travel and overtime budgets for the Command Section.
- 15.1.20. Manages the automated administrative management system for the Secretariat and Command Section.
- 15.1.21. Serves as liaison between Command Section officials and the Air Force Pentagon Communications Agency (AFPCA) on automation.
- 15.1.22. Provides orderly room support.

15.1.23. Manages the officer review boards for AF/CC, AF/CV and AF/CVA management levels.

15.1.24. Manages Parking Control Program for the Command Section.

15.1.25. Manages HQ Air Force Innovation Center.

15.1.26. Serves as the facilities/space manager.

15.2. Foreign Liaison Division (AF/CVAI). The Foreign Liaison Division is the Department of the Air Force's official liaison with representatives of foreign governments and international organizations.

15.2.1. This Division:

15.2.1.1. Coordinates all matters related to international affairs within the HQ USAF Command Section.

15.2.1.2. Develops policy governing the relationships between USAF and representatives of foreign countries.

15.2.1.3. Serves as USAF's primary liaison to service attaches accredited to the Department of the Air Force.

15.2.2. Specifically, as the office of primary responsibility (OPR), this Division:

15.2.2.1. Manages the accreditation and farewell process for foreign air attaches.

15.2.2.2. Develops, plans and executes the SECAF and Chief of Staff of the Air Force (CSAF) foreign counterpart visit programs. Manages and disburses USAF contingency funds which support these programs and CSAF's foreign travel. Arranges tours of the US and USAF facilities for accredited air attaches.

15.2.2.3. Acts as executive agent for visits sponsored by the Secretary of Defense; Chairman, Joint Chiefs of Staff (JCS); and other OSD and Joint Staff offices as directed.

15.2.2.4. Arranges protocol functions involving distinguished foreign nationals, both visiting and resident in Washington. Schedules, coordinates, and monitors all office calls by foreign visitors to the HQ USAF Command Section. Compiles and/or coordinates visit books prepared for these office calls.

15.2.2.5. Compiles and publishes the Handbook for Service Attaches Accredited to the Department of the Air Force.

15.2.2.6. Manages issues pertaining to reciprocity matters involving US and foreign attaches. Represents the Air Force in the Department of Defense (DoD) reciprocal actions working group (RAWG) which addresses attache reciprocity.

15.2.2.7. Authorizes USAF identification and privilege cards to appropriate air attaches and members of foreign air forces serving on official duty in the Washington area.

15.2.2.8. Coordinates requests for flights in USAF aircraft by foreign military members.

15.2.2.9. Authorizes US air attaches to fly in foreign air force aircraft.

15.2.2.10. Approves awards of USAF aeronautical badges to foreign nationals.

15.2.2.11. Initiates and processes awards to visiting chiefs of foreign air forces and departing air attaches.

15.2.2.12. Provides USAF protocol guidance to foreign missions to the United States.

15.2.2.13. Provides Air Staff, major commands (MAJCOMs), and subordinate units protocol guidance pertaining to foreign officials visiting the United States.

15.2.2.14. Monitors USAF attendance at foreign official functions in the Washington area to ensure that USAF policy and interests are adequately represented.

15.2.2.15. Prepares CSAF's congratulatory messages to foreign air chiefs.

15.2.2.16. Provides a representative to the Air Force Attache Selection Panel.

15.2.2.17. Manages and maintains CSAF's gift locker for distinguished foreign visitors and CSAF's hosts during his foreign travel.

15.2.2.18. Coordinates on all requests for expenditures of HQ USAF Operations and Maintenance (O&M) money and contingency funds to support foreign visitors to the US

15.3. Special Air Missions (AF/CVAM). Special Air Missions (SAM) manages the worldwide SAM airlift of the President, Vice President, Cabinet, Congress and other dignitaries of the United States government and other governments. Specifically, SAM:

15.3.1. Advises the Office of the Vice Chief of Staff and all SAM users on executive air transportation policies and procedures. Recommends the proper actions or courses.

15.3.2. Controls scheduling of the SAM fleet. Analyzes airlift requirements, priorities, and aircraft availability and develops VIP airlift schedules. Tasks the proper unit(s).

15.3.3. Is the Air Staff point of contact (POC) with the White House Military Office concerning Air Force support.

15.3.4. Works directly with the Offices of the Secretary of Defense, Secretary of State, JCS, and the Services to arrange their SAM support.

15.3.5. Works directly with executive offices of the federal agencies to arrange their Air Force support requirements.

15.3.6. Coordinates with the DoD and Air Force field commands for additional VIP airlift.

15.3.7. Establishes and is responsible for Air Force policy and procedures governing the support of Presidential flights and White House directed missions.

15.3.8. Represents the Air Force on White House surveys of prospective Presidential visit sites.

15.3.9. Manages the Air Force Presidential Advance Agent program. Selects, trains, and directs the activities of 50 field agents.

15.3.10. Coordinates with the Commander, 89th Military Airlift Group (SAM), on aircraft maintenance schedules, operational schedules and policies, protocol requirements, and logistical matters. Plans or coordinates activities related to the SAM fleet; that is, Project Rivet King, modifications, and special projects.

15.3.11. Is the validator for all non-Air Force travel requests for Air Mobility Command (AMC) operational airlift. Also serves as the office responsible for validating operational airlift missions that require extremely urgent or emergency priorities.

15.3.12. Maintains an around-the-clock response capability.

15.4. Air Force Protocol Office (AF/CVAP). The Air Force Protocol Office is responsible for assisting Air Force general officers and their staff visiting the Washington, DC area and for arranging and coordinating domestic protocol actions of direct interest to the offices of the SECAF and Chief of Staff, USAF. Specifically, this Office:

15.4.1. Plans, coordinates, and manages protocol functions, award, retirement and other ceremonies for SECAF, CSAF, SAF/US, CV, and CVA.

15.4.2. Is the Air Force POC for Medal of Honor ceremonies, and assists with other military funerals.

15.4.3. Maintains domestic protocol liaison with national organizations.

15.4.4. Provides guidance on Air Force customs and domestic protocol to Secretariat, Air Staff and subordinate units.

15.4.5. Is FP for Air Force general officers visiting the Washington area; provides administrative support as required, to include billeting and vehicle reservations and office call arrangements.

15.4.6. Provides daily, the visiting generals report to SAF, AF/CC, CV, CVA, AF/XO, and AF/DP, and the projected general officer temporary duty (TDY) visits to the Washington, DC area roster to AF/CC.

15.4.7. Coordinates visiting general's itinerary with Andrews AFB and Bolling AFB Protocol Offices and, if the visitor is a commander-in-chief (CINC), with JCS Protocol.

15.4.8. Publishes annually the Roster of General Officers in the Washington, DC area and the Nickname Roster.

15.4.9. Researches and answers all inquiries from the field on Protocol matters.

15.5. Air Force Executive Review Secretariat (AF/CVS). The Director of the Air Force Executive Review Secretariat provides administrative and executive support to the Air Force Council (AFC), chaired by the Vice Chief of Staff. Specifically, the Executive Review Secretariat:

15.5.1. Establishes procedures for the operation of the AFC to include scheduling briefings, coordinating activities among the functional staff, and monitoring presentation requirements.

15.5.2. Reviews topics for suitability.

15.5.3. Maintains records, performs analyses, and makes staff inquiries for the AFC chairperson to improve his effectiveness.

15.5.4. Assists sponsors and action officers.

15.5.5. Prepares and distributes background data for all participants.

15.5.6. Prepares and controls the distribution of meeting reports and background material provided by sponsors and responses to recommendations.

15.5.7. Maintains files that include meeting reports, briefing and background material and responses to recommendations.

15.5.8. Monitors follow-up actions resulting from AFC recommendations and SECAF directives.

15.5.9. Is the FP for planning, organizing, and coordinating Chief of Staff's Commanders Conferences (CORONAs).

15.5.10. Coordinates and approves requests for use of the HQ USAF Conference Center at Andrews AFB, Maryland.

15.5.11. Is the FP for planning, organizing, and coordinating Chief of Staff Senior Statesmen Symposiums.

15.5.12. Serves as Executive Secretary to the Air Force's Defense Management Report Executive Group.

15.5.13. Is the FP for planning, organizing, and coordinating Chief of Staff Leadership Forum.

15.6. The Air Force Council (AFC). The AFC is the Headquarters, United States Air Force corporate review body. The Council provides a forum for senior Air Force officials to apply their collective judgement and experience to major programs, policies, and plans. Only military or civilian DoD personnel assigned to the Air Staff or Office of the SECAF may serve as Council members. The Council reviews issues and makes recommendations to the Chief of Staff and SECAF, and their designated subordinates. In addition to serving in an advisory capacity, the Council provides expeditious DCS-level coordination on major, urgent, and complex issues to ensure Air Force plans and programs comply with National, Office of the Secretary of Defense, and Air Force objectives. Topics brought before the Council should be limited to important matters requiring corporate review. The Council states its findings as recommendations and may provide options on complex issues to focus the decision authorities on available choices. These recommendations do not supersede the decision authority or responsibility of functional staff officials.

15.6.1. The AFC may refer matters to the functional staff at Assistant Secretary/DCS level for study, review, or action.

15.6.2. Specifically, AFC reviews, evaluates, and makes recommendations under the following broad categories:

15.6.2.1. Enemy strengths and capabilities substantially affecting the Air Force mission and force structure.

15.6.2.2. Air Force concepts, objectives, and tasks, and their consistency with national objectives and policies, joint concepts, plans, forces, and service support responsibilities.

15.6.2.3. Resources required to implement Air Force programs, the impact of resource shortages, and proposed priorities for resource allocation.

15.6.2.4. Required operational capabilities and specific systems, major operational support equipment, and advanced engineering development needed to perform Air Force tasks in the future.

15.6.2.5. Major technological developments, new weapon systems, major programs and budget submissions and revisions, and delays in attaining objectives or capabilities.

15.6.2.6. Any major proposal that may contribute toward, or obstacles that may impede, achievement of Air Force objectives.

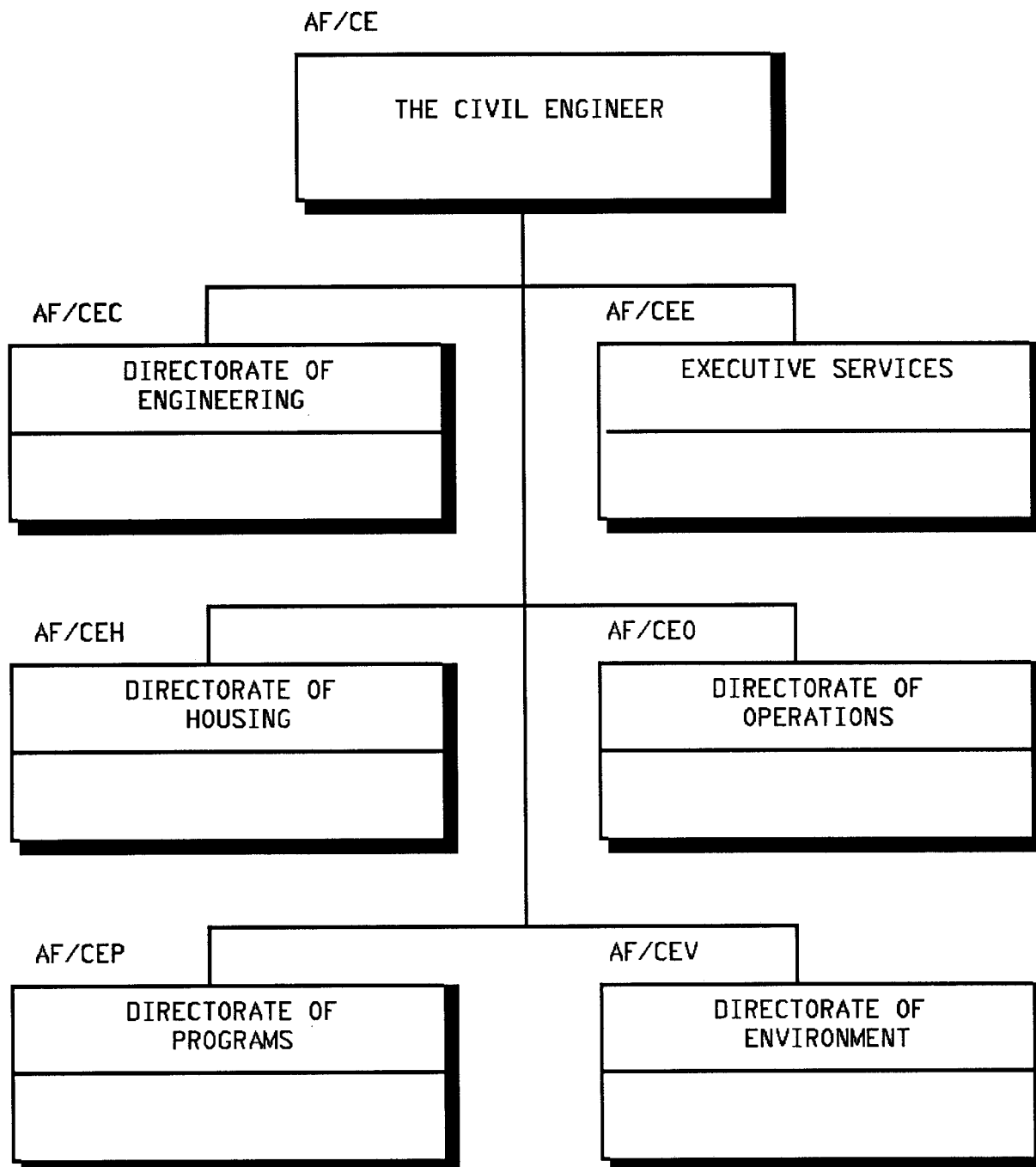
★Membership

Vice Chief of Staff (Chairperson)	AF/CV
Assistant Vice Chief of Staff	AF/CVA
Administrative Assistant	SAF/AA
Assistant Secretary, Acquisition	SAF/AQ
Assistant Secretary, Financial Management and Comptroller	SAF/FM
General Counsel	SAF/GC
Deputy Under Secretary for International Affairs	SAF/IA
The Inspector General	SAF/IG
Director, Legislative Liaison	SAF/LL
Assistant Secretary, Manpower, Reserve Affairs, Installations, and Environment	SAF/MI
Director, Public Affairs	SAF/PA
Assistant Secretary, Space	SAF/SN
The Civil Engineer	AF/CE
Deputy Chief of Staff, Personnel	AF/DP
Chief of the Chaplains Service	AF/HC
Assistant Chief of Staff, Intelligence	AF/IN
The Judge Advocate General	AF/JA
Deputy Chief of Staff, Logistics	AF/LG
Director, Programs and Evaluation	AF/PE
Chief of Air Force Reserve	AF/RE
Deputy Chief of Staff, Communications and Information	AF/SC
Surgeon General	AF/SG
Director, Test and Evaluation	AF/TE
Deputy Chief of Staff, Plans and Operations	AF/XO
Director, Air National Guard	NGB/CF

Chapter 16

CIVIL ENGINEER
(AF/CE)

Figure 16.1. Organization Chart for the Civil Engineer.



16.1. The Office of The Civil Engineer (AF/CE). AF/CE is responsible to the Chief of Staff of the Air Force (CSAF) for supporting the major commands (MAJCOMs) and installation commanders in carrying out the Air Force mission. Specifically, AF/CE provides the following functions to support commanders with the policies, authorities, resources and technical support they require in the areas of warfighting readiness, base development and operations, environment protection, housing, firefighting, explosive ordnance disposal, disaster preparedness (DP), and air base operability (ABO):

16.1.1. Focuses on providing the resources and functions necessary for:

16.1.1.1. DEFINING POLICY - Planning and goal setting for programs, acquiring authority, setting standards, determining schedules and processes, and developing investment/resource rules.

16.1.1.2. ESTABLISHING REQUIREMENTS AND OBTAINING RESOURCES - Validating requirements, setting priorities, building program/budgets, and making resource distributions.

16.1.1.3. CONDUCTING OVERSIGHT - Ensuring policy compliance and managing program goals and shortfalls.

16.1.1.4. INTERGOVERNMENTAL, DEPARTMENT OF DEFENSE (DoD), AND AIR FORCE DEALINGS - Ensuring policy requirements, oversight, and special projects are coordinated with the proper agencies.

16.1.2. AF/CE provides peacetime support through the preceding four functions so that commands and installations may:

16.1.2.1. Acquire, construct, maintain, and operate real property facilities and housing, and provide related management, engineering, and other support work and services.

16.1.2.2. Ensure civil engineering personnel are trained, equipped and prepared to support deployments and contingency operations and to shift virtually overnight to a wartime posture.

16.1.2.3. Maintain, in the most economical manner, all active property to a standard that prevents deterioration beyond that which results from normal wear and tear, and inactive facilities to a standard commensurate with reactivation requirements.

16.1.2.4. Provide management and professional engineering services to plan, program, design, and execute construction for facilities.

16.1.2.5. Conserve natural resources through efficient land and forestry management and environmental pollution prevention, control and abatement.

16.1.2.6. Provide fire prevention and protection services to prevent loss of life and property at all installations.

16.1.2.7. Furnish utility services, refuse collection and disposal, custodial, and entomology services efficiently and economically.

16.1.2.8. Formulate a maintenance and repair program that accurately reflects and controls the backlog of essential maintenance and repair.

16.1.2.9. Accomplish alteration and minor new construction necessary to provide essential facilities needed in support of mission changes (or other circumstances) which preclude programming under normal construction budget procedures.

16.1.2.10. Use contract services effectively to support or satisfy installation missions and requirements.

16.1.2.11. Support civil and air base disasters and emergencies, using the personnel and material resources of civil engineering, as necessary, to save lives, mitigate human suffering, and minimize damage.

16.1.2.12. Provide forces to recover air bases damaged by natural disasters or enemy attack.

16.1.2.13. Protect people, resources, and the environment from the effects of hazardous ordnance.

16.1.2.14. Provide an integrated program to identify wing capability needs and generate cost-effective solutions.

16.1.2.15. Provide and manage unaccompanied personnel and family housing.

16.1.3. AF/CE provides essential wartime support for accomplishing theater wartime responsibilities as follows:

16.1.3.1. Emergency repair of war damage to air bases to include expedient bomb damage repair to facilities and rapid runway repair for bomb damaged airfields.

16.1.3.2. Expedient force beddown of Air Force units and weapon systems.

16.1.3.3. Operations and maintenance of Air Force facilities and installations.

16.1.3.4. Crash rescue and fire suppression.

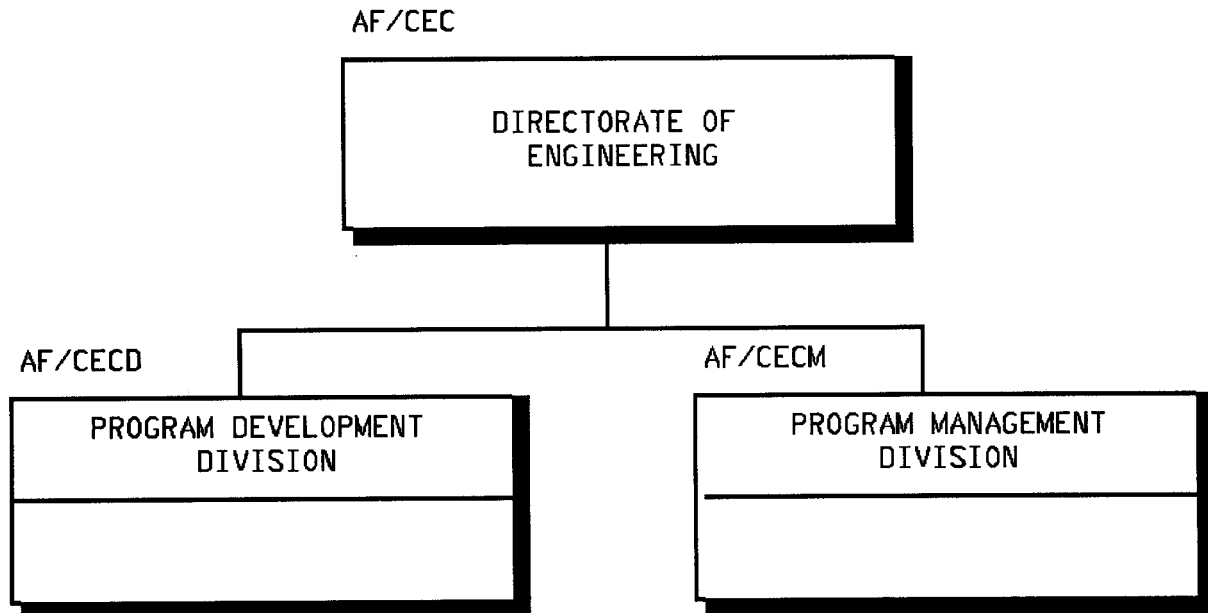
16.1.3.5. Construction management of emergency repair of war damage and force beddown.

16.1.3.6. Supplying material and equipment to perform its engineering mission.

16.1.3.7. Disposal of unexploded ordnance.

16.1.3.8. Defend flying operations and base support activities against the effects of nuclear, chemical, and biological attack.

NOTE: Reserve Forces. Under Title 10, United States Code, Sections 265 and 8021, manpower authorizations include specific positions for Air Reserve Forces Affairs to assist directors or higher levels in preparing and administering policies, plans, programs and regulations affecting Air Reserve Forces.

Figure 16.2. Organization Chart for the Directorate of Engineering.

16.2. Directorate of Engineering (AF/CEC). For The Civil Engineer, the Directorate of Engineering:

16.2.1. Develops and implements the Air Force Policy Directive for all capital investment programs except the Military Family Housing (MFH) Program and oversees all related Air Force Policy Instructions.

16.2.2. Plans, programs, advocates, distributes resources and provides oversight for the Air Force Military Construction (MILCON), Non-Appropriated Fund (NAF), and Base Realignment and Closure (BRAC) capital investment programs.

16.2.3. Develops capital investment strategies consistent with Congressional guidance and Office of the Secretary of Defense (OSD) direction.

16.2.4. Validates MAJCOM capital investment project requirements and cost estimates.

16.2.5. Advocates for capital investment projects through Program Objective Memorandum (POM) development, Future Year Defense Plan (FYDP) presentation, Resource Allocation Team deliberations, Program Budget Decision (PBD) process, and Congressional hearings.

16.2.6. Coordinates capital investment projects which require inter-agency approval such as Defense Access Roads, Defense Schools, Medical, Foreign Military Sales, and Special Access.

16.2.7. Monitors special programs such as the Japanese Facilities Improvement Program (JFIP), Combined Defense Improvement Program (CDIP), and the North Atlantic Treaty Organization (NATO) Infrastructure Program.

16.2.8. Prepares MILCON justification books for the Budget Estimate Submission (BES) and President's Budget (PB).

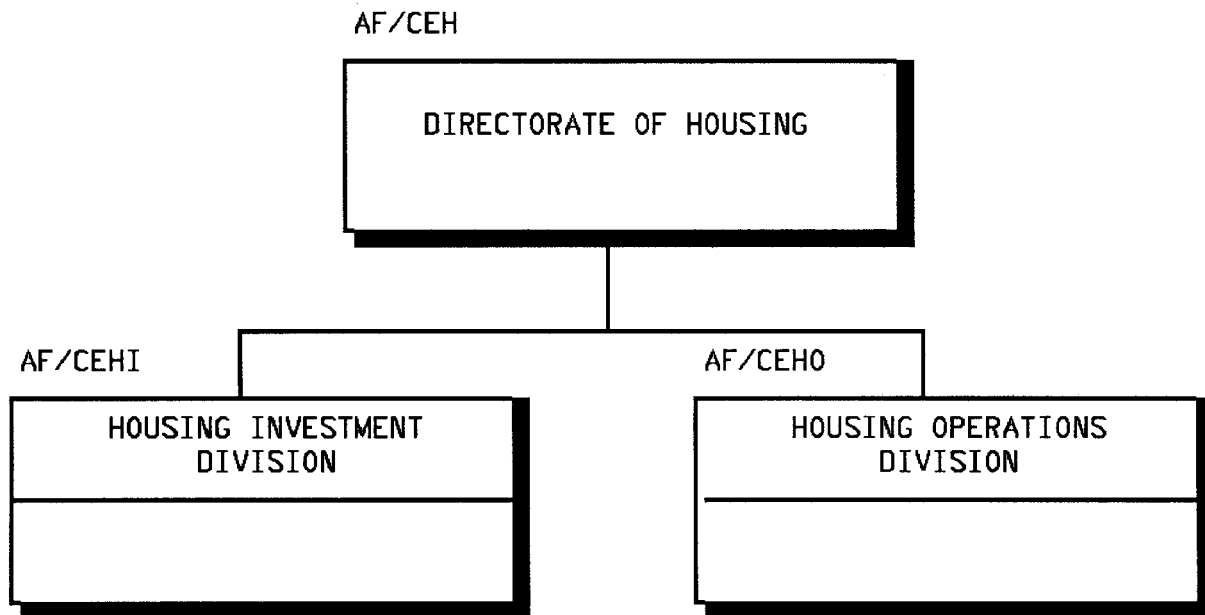
16.2.9. Compiles proposed MILCON legislation for Congressional consideration.

16.2.10. Distributes planning, design, and construction funds as authorized and appropriated by Congress.

16.2.11. Oversees the execution of capital investment projects to ensure quality facilities are delivered on time, within budget. Interfaces with design/construction agents and other Federal Agencies as required to develop policies consistent with these objectives.

16.3. Executive Services (AF/CEE). For The Civil Engineer, this office:

- 16.3.1. Develops, implements, and administers policy for the management of the Programming, Design, and Construction (PDC) data base, used to manage the Air Force MILCON Program.
- 16.3.2. Develops, implements, and administers internal policy and procedures for services such as leave, temporary duty (TDY), and suspense tracking to include managing the allocation of TDY, supply, and training budgets.
- 16.3.3. Develops, implements, and administers internal policy, programs, and procedures for office automation to include:
 - 16.3.3.1. Managing the allocation of Automatic Data Processing (ADP) assets, including ordering of computer equipment, training, and customer assistance.
 - 16.3.3.2. Ensuring the Standard System Center at Gunter AFB provides the programming assistance required by field units.
 - 16.3.3.3. Establishing and maintaining computer connectivity with offices in the Secretariat, CSAF, Army Corps of Engineers and the worldwide network of Air Force Civil Engineering and Services organizations.
- 16.3.4. Is the focal point (FP) for managing and administering military and civilian personnel functions to include:
 - 16.3.4.1. Providing guidance and assistance to all organizational elements pertaining to military personnel assignments, separations, promotions, awards and decorations, career progression, and training.
 - 16.3.4.2. Providing guidance on civilian personnel procedures and processes; monitoring the AF/CE civilian personnel actions including training, performance appraisals, and awards.
- 16.3.5. Provides administrative support.
- 16.3.6. Manages the Information and Personnel Security Program.
- 16.3.7. Manages the office space program; processes all move requests.
- 16.3.8. Serves as the TOP SECRET Control Officer.
- 16.3.9. Provides graphic presentation services.

Figure 16.3. Organization Chart for the Directorate of Housing.**16.4. Directorate of Housing (AF/CEH).** The Directorate of Housing:

16.4.1. For the Air Staff, this Directorate:

16.4.1.1. Formulates and coordinates operational and fiscal policy initiatives and policy changes for MFH, unaccompanied personnel housing (UPH), plants and furnishings management (FM).

16.4.1.2. Defines the variety of housing and furnishings services to be provided to the Air Force military community and the character of the facilities needed to provide these services.

16.4.1.3. Develops and issues policy and guidance for programming MFH acquisition, improvements, and operations and maintenance requirements.

16.4.1.4. Interprets public law and DoD Instructions for MFH, UPH, and FM programs.

16.4.1.5. Develops MFH and UPH acquisition and improvement requirements; validates worldwide priority listing of requirements justified by surveys, economic analyses, and feasibility studies.

16.4.1.6. Validates and supports MFH and UPH projects submitted by MAJCOMs requiring higher headquarters approval for inclusion in the PB.

16.4.1.7. Inputs the MFH program into the Air Force planning process including submissions to the Force and Financial Plan, Defense Planning Guidance, and the Air Force POM.

16.4.1.8. Develops, justifies, and presents the annual MFH budget to OSD, Office of Management and Budget (OMB), and Congressional committees, prepares inserts for the record on MFH matters arising during presentation of the MFH budget, and prepares appeals to committee mark-ups during the Congressional budget process.

16.4.2. For The Civil Engineer, this Directorate:

16.4.2.1. Monitors MAJCOM execution of MFH and UPH programs to ensure customers are receiving quality services on time, within the resources provided and according to established policy.

16.4.2.2. Assists MAJCOMs in overcoming MFH and UPH program execution problems.

16.4.2.3. Reviews contractor claims involving MFH and UPH projects; provides litigation reports and summary briefs for the Office of the Air Force Judge Advocate General; prepares or reviews proposed private relief bill legislation for contractor claims.

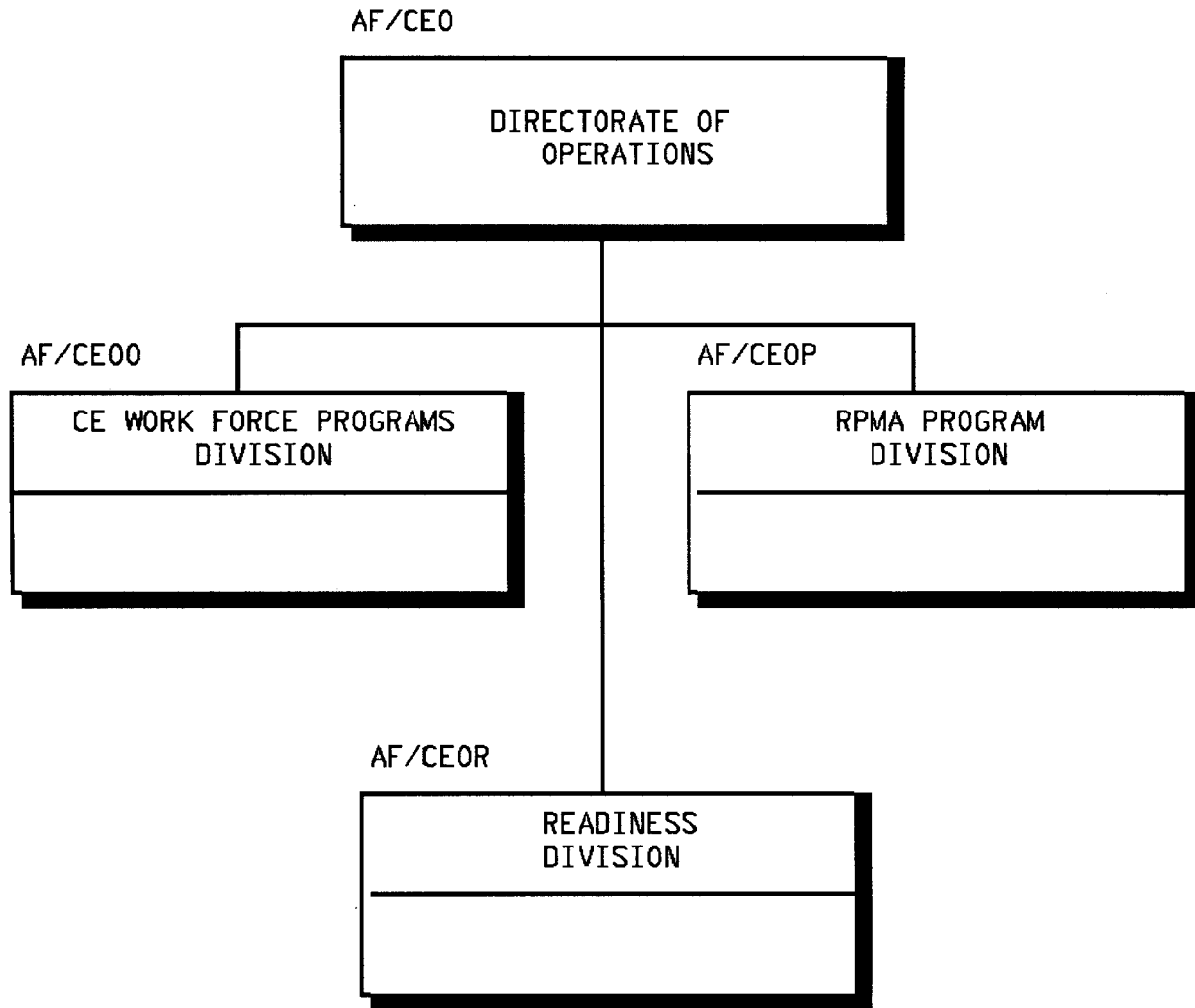
16.4.2.4. Participates in OSD studies and program reviews associated with housing and furnishings programs.

16.4.2.5. Coordinates implementation of Department of Housing and Urban Development programs which affect MFH and UPH programs.

16.4.2.6. Facilitates approval of domestic and high cost leases requiring OSD support and Congressional approval.

16.4.2.7. Coordinates the financial planning, budgeting, and support requirements for MFH and UPH with the Air Force programming office and SAF/FM community.

Figure 16.4. Organization Chart for the Directorate of Operations.

**16.5. Directorate of Operations (AF/CEO).** The Directorate of Operations:

16.5.1. For the Air Staff, this Directorate:

16.5.1.1. Develops, justifies, and presents the annual Air Force Real Property Maintenance Activity (RPMA) programs to DoD, OMB and Congressional committees.

16.5.1.2. Validates and presents natural disaster, emergency repair and contingency reprogramming actions to the Secretariat (SAF), OSD, OMB and Congress.

16.5.1.3. Manages and monitors the execution of operations and support (O&S) real property services, maintenance, repair and minor construction programs Air Force-wide.

16.5.1.4. Develops and implements policy for programming O&S real property services, maintenance, repair and minor construction projects requiring HQ USAF, SAF, or DoD approval.

16.5.1.5. Develops policy, goals, and oversight processes to manage the USAF Facility Energy Program.

16.5.1.6. Budgets and advocates requirements for the Air Force operations and maintenance capital investment program.

16.5.1.7. Prepares inserts for the record on RPMA matters that arise during presentation of the budget, appeals to committee mark-ups during the Congressional budget process, and proposes Congressional language on O&S minor construction, maintenance, and repair programs.

16.5.1.8. Reviews and fully assesses MAJCOM financial plans and execution reports which are briefed through the Operating Budget Review Group.

16.5.1.9. Reviews and validates MAJCOM execution reports and provides a ranked unfunded requirements report to SAF/FM.

16.5.1.10. Develops financial and business management concepts and policy for base engineering operations and maintenance activities and accounts.

16.5.1.11. Develops and advocates the manpower requirements for the base engineering force structure.

16.5.1.12. Advocates requirements for engineering training programs.

16.5.1.13. Develops policy and advocates requirements and technologies for all base engineering supplies, tools, vehicles, equipment, computers and information systems.

16.5.1.14. Performs Air Staff advocacy for plans, policies and programs essential to achieving the optimum warfighting readiness posture.

16.5.1.15. Develops plans to advance Air Force mission capabilities through in-depth understanding of civil engineering and the role and performance of air bases in warfare systems.

16.5.1.16. Develops readiness planning and broad contingency and warfighting policy, goals and objectives for engineering forces.

16.5.1.17. Advocates requirements to support combat engineering programs, vehicles and equipment, education and training, and combat force structure.

16.5.1.18. Defines total force mix policy as the baseline for sourcing and force planning.

16.5.1.19. Participates in the development of service roles, warfighting missions and responsibilities with the Army, Navy, and Joint Chiefs of Staff (JCS).

16.5.1.20. Establishes policy, provides guidance and management for the Air Force Explosive Ordnance Disposal (EOD) Program; provides the alternate Air Force member to the DoD EOD Program Board and the Air Force representative to the NATO EOD Working Party.

16.5.1.21. Develops DP policy implementing Executive Orders, JCS, DoD, International, AF, and National Security Emergency Preparedness directives; and provides guidance and management for all Air Force DP operational programs.

16.5.1.22. Develops policy and oversees all aspects of Air Force ABO operations, planning, acquisition, and training. Advocates and allocates resources for the ABO acquisition program. Directs development of concepts of operations and operational requirements documents (ORDs) to improve warfighting capability.

16.5.1.23. Develops Air Force nuclear, biological, and chemical warfare defense (NBCWD) policy and NBC mobility and planning guidance. Advocates and allocates resources for procurement of all AF NBCWD equipment.

16.5.2. For The Civil Engineer, this Directorate:

16.5.2.1. Develops and issues policy and guidance for developing and reporting the Air Force maintenance and repair and minor construction programs. Issues guidance and monitors status of management systems related to facility requirements and cost accounting systems.

16.5.2.2. Provides RPMA inputs to USAF exercises conducted in the development of the POM, the USAF budget, the FYDP and prepares the Air Staff position on PBDs and Defense Management Review Decisions (DMRDs) concerning RPMA and installation manpower and organization.

16.5.2.3. Provides assistance, as appropriate, to representatives on various Air Force resource allocation teams in the justification and advocacy of RPMA programs.

16.5.2.4. Monitors and reviews MAJCOM execution of base and MAJCOM operations and maintenance (O&M) programs and prepares special reports, waivers and approvals/disapprovals as required by higher authority.

16.5.2.5. Determines the application of economic analysis or other analytical techniques to various projects and program initiatives.

16.5.2.6. Provides membership on the Operating Budget Review Committee (OBRC) and various DoD real property maintenance panels and councils.

16.5.2.7. Provides fiscal policy relating to base level engineering operations.

16.5.2.8. Develops combat doctrine for civil engineering.

16.5.2.9. Directs Contingency Support Operations for the AF/CE in support of Air Force and Joint Operations.

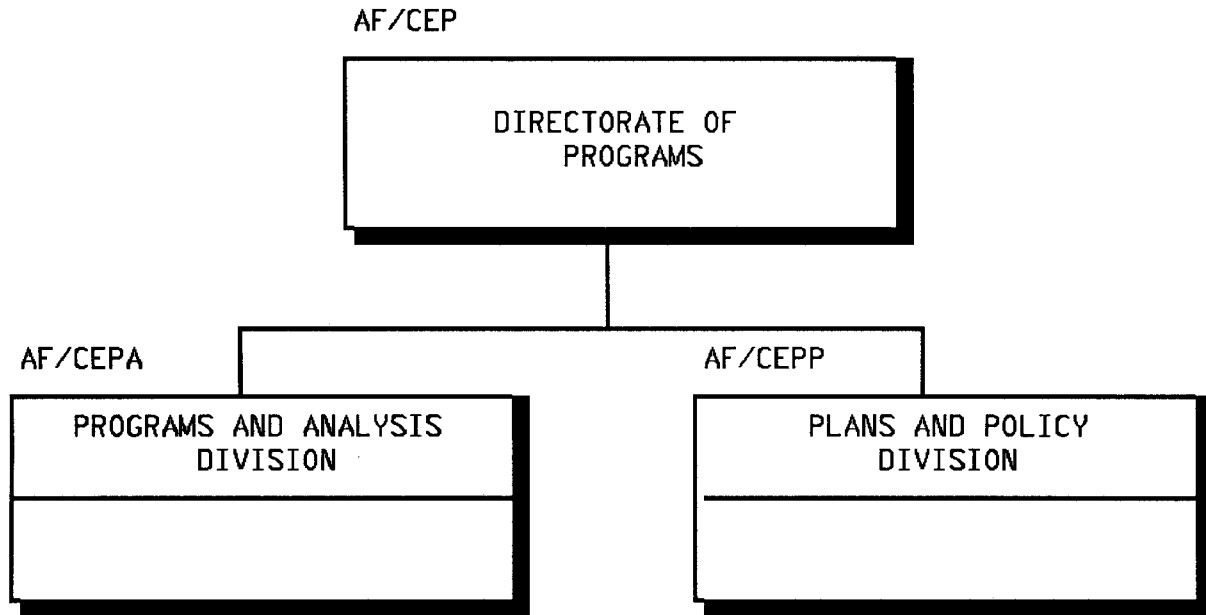
16.5.2.10. Represents the Air Force on matters of civil engineering readiness, war plans, management actions, systems and programs with the DoD and other government agencies.

16.5.2.11. Serves as Air Force FP for new initiatives regarding readiness, war plans, base management, functional and personnel realignments, reductions, space utilization studies, programs and organizational changes.

16.5.2.12. Identifies, coordinates and approves study analyses on problems and issues regarding base level management.

16.5.2.13. Serves as the alternate program board member to the DoD Explosive Ordnance Disposal Program Board.

16.5.2.14. Monitors program elements for RED HORSE and civil engineering advanced development programs for aerospace facilities; fire fighting, suppression, and rescue; and tactical shelters. Advocates and allocates resources to support these programs.

Figure 16.5. Organization Chart for the Directorate of Programs.**16.6. Directorate of Programs (AF/CEP).** The Directorate of Programs:

16.6.1. For the Air Staff, this Directorate:

16.6.1.1. Serves as The Civil Engineer FP for:

16.6.1.1.1. Coordinating all AF/CE planning, programming and budgeting issues and activities.

16.6.1.1.1.1. Provides the primary AF/CE representative to each of the five Air Staff Global Reach-Global Power Resource Allocation Teams, i.e., Power Projection (Tactical Forces), Mobility, Space and C3I, Materiel and Personnel Support.

16.6.1.1.1.2. Coordinates with AF/PE and SAF/FMB on all activities and issues concerned with maintaining AF/CE program and budget data in Air Force data bases. This includes program/budget data on RPMA, MILCON, MFH and Environmental Quality (EQ).

16.6.1.1.2. All facilities-related planning and programming policies, procedures and issues for the MAJCOMs, other Air Staff and Secretariat agencies, other Services, the Joint Staff, and OSD.

16.6.1.1.2.1. Serves as the FP for all Program Action Directives (PADs), Program Management Directives (PMDs), Mission Need Statements (MNSs), and ORDs which affect or are affected by Air Force Civil Engineering.

16.6.1.1.2.2. Coordination of JCS and Air Force plans, programs, force structure, and operating and procurement programs to:

16.6.1.1.2.2.1. Determine associated Air Force basing and facility requirements.

16.6.1.1.2.2.2. Identify the Civil Engineering (CE) requirements and resources required to support those plans and programs.

16.6.1.1.3. Identifying all of the CE resources required to support current and planned Air Force missions and programs.

16.6.1.1.4. Developing and coordinating Quality Air Force initiatives for continuing improvement in all CE programs and activities.

16.6.1.1.5. All Congressional inquiries and liaison activities concerned with CE-related programs and issues.

16.6.1.1.6. All CE-related audits.

16.6.1.2. Performs facilities-related analyses and works associated issues in support of base closure and realignment programs.

16.6.1.3. Develops and recommends comprehensive, integrated investment policies, goals, and strategies for programming, budgeting and allocating the resources required to acquire, operate and maintain Air Force real property in support of current and planned missions and force structure.

16.6.1.4. Oversees the CE officer graduate education and professional continuing education processes and programs.

16.6.1.5. Develops policy for and monitors the private sector development (PSD) program aimed at encouraging the private sector to build, operate, and maintain facilities for Air Force use.

16.6.2. For The Civil Engineer, this Directorate:

16.6.2.1. Develops and recommends long-range goals, strategies and comprehensive plans to guide CE activities/programs in support of Air Force missions and people.

16.6.2.2. Develops guidance to assist and coordinate other AF/CE directorates in programming and budgeting for their respective programs, i.e., RPMA, MILCON, MFH, and EQ.

16.6.2.3. Assists other AF/CE directorates in coordinating their programs with other Air Staff agencies and Program Element Monitors (PEMs).

16.6.2.4. Accomplishes independent assessments and analyses of programs and budgets developed by the respective AF/CE program directorates (i.e., CEC, CEH, CEO, and CEV) and AF/CE field operating agencies. These assessments are intended to confirm program validity, completeness; accuracy; justification/support; compliance with law, policy and regulation; and consistency with established long-range plans and investment policies/strategies.

16.6.2.5. Directs and coordinates the preparation of various advocacy/information briefings and staff papers on AF/CE programs; presents briefings on these programs to various Air Staff and Secretariat agencies, CSAF, the Secretary of the Air Force, OSD, Congress, and other concerned agencies and individuals.

16.6.2.6. Directs and coordinates the development and dissemination of all AF/CE programming policies and procedures, including AFR 86-1 (Programming Civil Engineering Resources), Volumes I and II and its successor Air Force Policy Directive and Air Force Instruction.

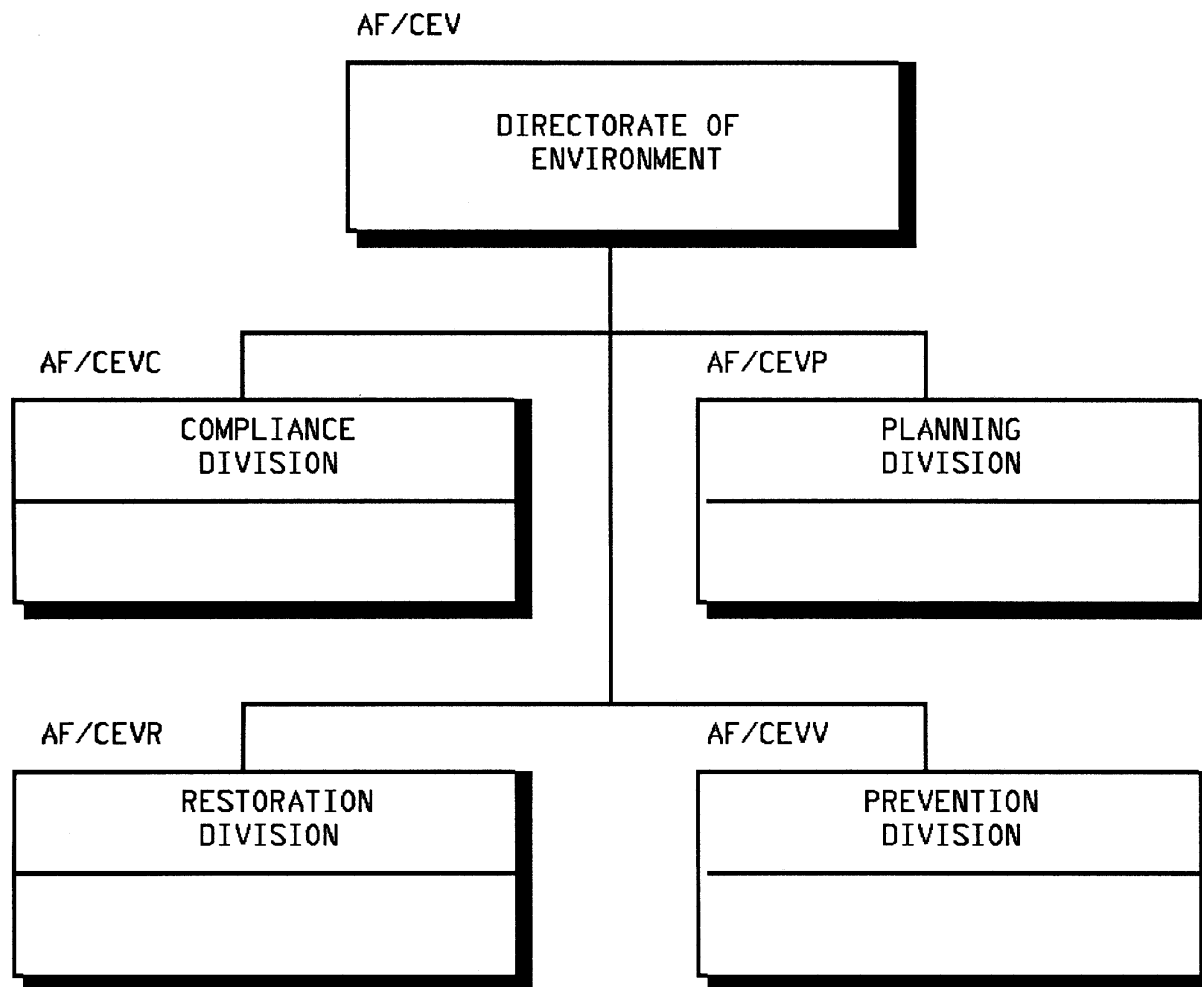
16.6.2.7. Provides the AF/CE and other directorates with management information products, reports and assistance in support of all planning and programming activities.

16.6.2.8. Provides the AF/CE and staff with legislative liaison and associated support services, in coordination with SAF/LL and SAF/FM.

16.6.2.9. Prepares the AF/CE for all meetings of the Air Force Council and Budget Review Board.

16.6.2.10. Promotes the professional development of personnel concerned directly and indirectly with programming and budgeting in support of CE programs and activities.

16.6.2.11. Directs and coordinates AF/CE responses to DoD Inspector General (IG), General Accounting Office (GAO), and Air Force Audit Agency audits.

Figure 16.6. Organization Chart for the Directorate of Environment.**16.7. Directorate of Environment (AF/CEV).** The Directorate of Environment:

16.7.1. Develops and establishes policy, advocates requirements, obtains resources, and provides the oversight necessary to achieve and sustain compliance with federal, state, local, and Air Force environmental directives at USAF installations worldwide.

16.7.1.1. Develops and maintains comprehensive Air Force policy on air quality, water quality, and hazardous waste management issues.

16.7.1.2. Provides legislative and regulatory review; prepares for Congressional hearings; responds to OSD and SAF.

16.7.1.3. Provides Air Force program management of air quality issues including outdoor air pollutants, air toxics, acid rain/global climate, and radon mitigation.

16.7.1.4. Provides Air Force program management of water quality issues including domestic and industrial wastewater, fire training facilities, drinking water quality, and wellhead protection.

16.7.1.5. Provides Air Force program management of Resource Conservation and Recovery Act issues including hazardous waste disposal, permits/agreements, conforming storage, Defense Logistics Agency (DLA)/DRMS interface, and hazardous waste management plans and profile sheets. Manages the Air Force corrective actions program and develops community right-to-know and emergency response actions/procedures for hazardous waste. Manages the Air Force underground storage tank and polychlorinated biphenyls (PCB) programs.

16.7.1.6. Provides comprehensive Air Force compliance tracking and reporting through the Defense Environmental Management Information System (DEMIS) and WIMS-Environmental Subsystem (ES), and administers quarterly Air Force compliance status briefings.

16.7.1.7. Establishes environmental budget policy and programming guidance, manages the Environmental Compliance budget account, and develops programming guidance for MAJCOMs.

16.7.1.8. Manages the A-106 project requirements document and integrates requirements into the budget process, compiles and analyzes cost/budget data, and advocates manpower funding requirements.

16.7.1.9. Develops policy and baseline standards for overseas environmental compliance, evaluates MAJCOM resource allocations for overseas bases, and ensures adequate environmental planning policy is in place for peacetime and wartime deployments to overseas locations.

16.7.2. Establishes Air Force policy and guidance, obtains resources, and oversees execution of the assessment/cleanup processes at contaminated sites in the continental United States (CONUS) and overseas.

16.7.2.1. Develops and disseminates Air Force cleanup policy guidance. Coordinates development cleanup policies with DASD(E), Army, Navy, DLA, and Environmental Protection Agency (EPA) Headquarters.

16.7.2.2. Develops/implements cleanup process streamlining. Analyzes and prepares Air Force positions on proposed and final Environmental legislation and regulations. Prepares for Congressional hearings. Responds to OSD and SAF.

16.7.2.3. Manages cleanup projects:

16.7.2.3.1. Reviews MAJCOM submissions

16.7.2.3.2. Prepares budget submissions

16.7.2.3.3. Provides OSD with quarterly progress reviews

16.7.2.3.4. Manages project database

16.7.2.3.5. Tracks site funding and cleanup status

16.7.2.4. Develops/tracks measures of merit for cleanup progress/success.

16.7.2.5. Accomplishes Interservice/Interagency coordination of programs. Serves as technical FP for negotiations of Agreements/Orders with States and EPA.

16.7.3. Develops and establishes policy for the Environmental Impact Analysis Process (EIAP) to implement the National Environmental Policy Act (NEPA) and natural and cultural resources statutes worldwide. Provides the necessary oversight to implement Air Force programs in range and airspace environmental planning, natural resources, interagency and intergovernmental coordination of environmental planning (IICEP), and community adjustment.

16.7.3.1. Develops and maintains policy for executing CONUS and overseas EIAP, specific media analysis (air, water, noise), natural and cultural resources, IICEP, and range and airspace environmental planning programs.

16.7.3.2. Reviews related legislation and regulations, prepares for Congressional hearings, responds to OSD and SAF.

16.7.3.3. Manages Air Force NEPA compliance program, for Air Force actions or actions where another federal agency is lead and Air Force is cooperating agency.

16.7.3.4. Manages Air Force natural and cultural resource program issues including endangered species, fish and wildlife, forestry, grazing and croplands, wetlands, historic preservation and archaeology.

16.7.3.5. Manages Air Force range and airspace planning program issues including force structure realignments, noise and sonic boom impacts, base closures, weapons system beddowns and land use and civil aviation conflicts.

16.7.3.6. Manages Air Force community economic adjustment program required to meet the unique off-base impact needs for schools, roads, other community facilities, and housing usually associated with major Air Force base expansions or major reductions.

16.7.4. Develops and establishes pollution prevention policies and provides the necessary oversight to reduce or eliminate undesirable impacts on the environment worldwide. Provides Air Force emphasis and oversight within the systems acquisition, existing weapon system maintenance, and installation management processes as necessary to reduce pollution potential.

16.7.4.1. Develops and maintains comprehensive pollution prevention policy. Conducts environmental legislative and regulatory review for pollution prevention. Prepares testimony for Congressional hearings. Responds to OSD and SAF.

16.7.4.2. Substitutes nonhazardous or less hazardous materials in hazardous material acquisition process.

16.7.4.3. Encourages use of processes that do not generate hazardous waste and improve operations and maintenance procedures.

16.7.4.4. Fosters recycling.

16.7.4.5. Promotes environmental auditing worldwide.

16.7.4.6. Facilitates changes in processes and specifications to reduce environmental compliance cost.

16.7.4.7. Focuses research and development (R&D) efforts to improve pollution prevention initiating.

16.7.4.8. Implements phase out plan for Chloroflourocarbons (CFC) and Halons.

16.7.4.9. Administers the Air Force Environmental Protection Committee.

16.7.5. Develops policy for compatible land use development around Air Force installations. Reviews and approves Air Installation Compatible Use Zone (AICUZ) studies. Promotes local community participation in joint land use planning initiatives.

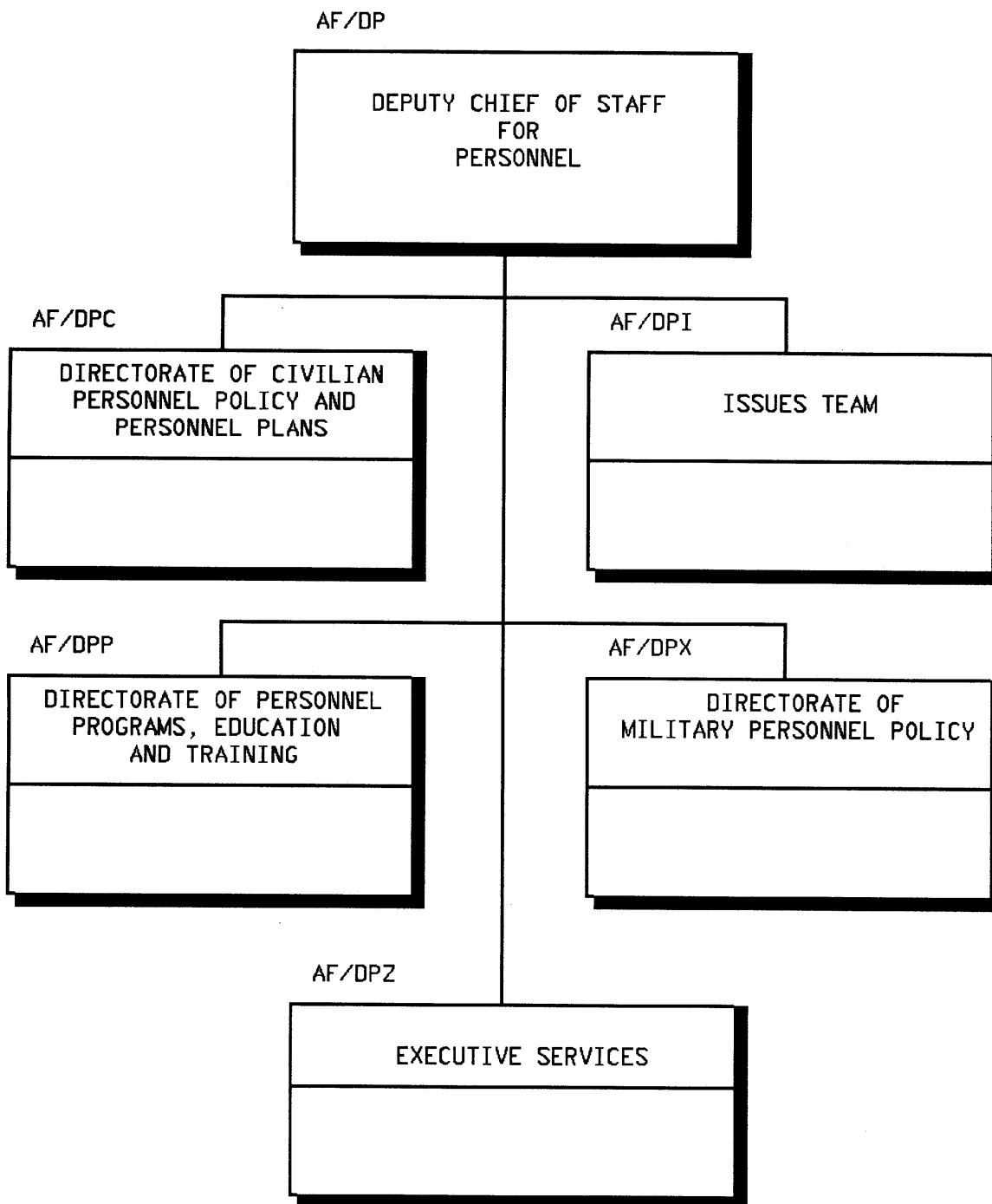
16.7.6. Promotes the adoption and compliance of other federal agency (Housing and Urban Development (HUD), Federal Aviation Administration (FAA), Veteran's Administration (VA), FHMA, etc.) programs which affect and influence compatible land use development around Air Force installations.

16.7.7. Develops policy for base comprehensive training (BCT) to support MILCON program and management of plans, facilities, and resources.

Chapter 17

**DEPUTY CHIEF OF STAFF
PERSONNEL
(AF/DP)**

Figure 17.1. Organization Chart for the Deputy Chief of Staff for Personnel.



17.1. Deputy Chief of Staff (DCS) for Personnel (AF/DP). The DCS, Personnel:

17.1.1. Establishes, plans, directs, and supervises policies, programs, and procedures for all Air Force military and civilian personnel activities.

17.1.2. Develops and administers policies for identification and adjustment of Air Force requirements as an integral element of the Planning, Programming and Budgeting System (PPBS). In concert with the Office of the Secretary of Defense (OSD), Secretary of the Air Force and the Reserve Components Chiefs, defends the Air Force manpower requirements before Congress and other review bodies.

17.1.3. Establishes programs and policies for pay, education and training, retention, assignments, separation and career development for civilian and military personnel.

17.1.4. Identifies and develops methods for improving force quality, discipline, leadership and management.

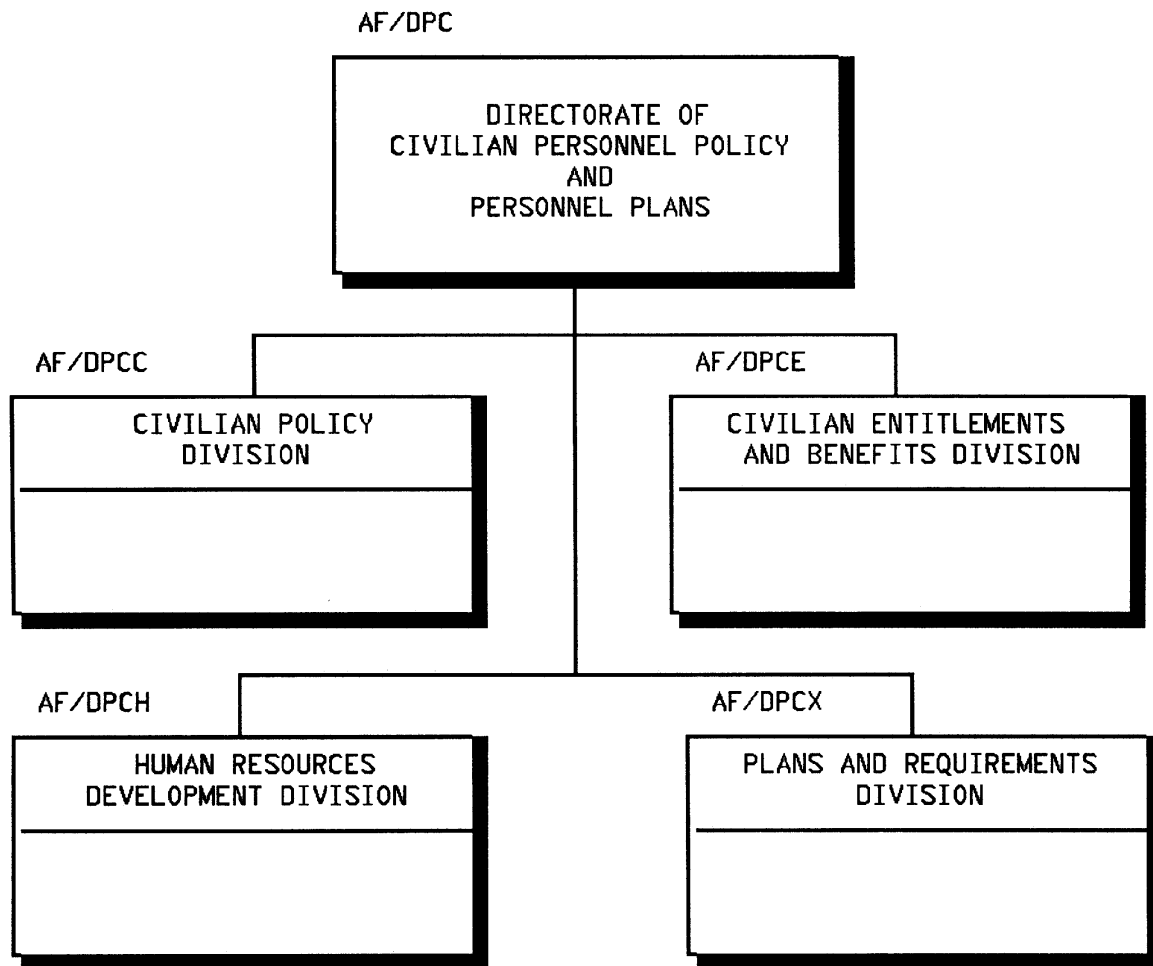
17.1.5. Develops Air Force policy on control of drug and alcohol abuse, equal opportunity and treatment (EOT), and human relations.

17.1.6. Controls and obligates military personnel appropriated funds.

17.1.7. Identifies requirements and develops personnel systems for the administration of Air Force Personnel.

17.1.8. Serves as focal point (FP) for Air Staff interest in the Air Force Reserve Officer Training Corps as well as all accession programs for military and civilian personnel resources.

17.1.9. Provides Air Staff supervision over the United States Air Force (USAF) Military Personnel Center, the USAF Civilian Personnel Management Center, and the Air Force Personnel Operating Agency.

Figure 17.2. Organization Chart for the Directorate of Civilian Personnel Policy and Personnel Plans.

17.2. Directorate of Civilian Personnel Policy and Personnel Plans (AF/DPC). The Directorate of Civilian Personnel Policy and Personnel Plans:

17.2.1. Is responsible for formulating policy for comprehensive civilian personnel program management to include civilian personnel policies affecting all civilian employees; long range and strategic planning for both USAF military and civilian personnel functions.

17.2.2. Oversees all aspects of human resource development for matters affecting the family lives of Air Force members and their families (such as spouse employment, transition to civilian life, relocation) and equal employment and treatment for all personnel.

17.2.3. Performs full range of technical guidance and oversight. Principal advisor to DCS/Personnel and Air Force Chief of Staff on Air Force civilian personnel matters. Serves as chairman or member on boards and committees at USAF, Department of Defense (DoD), and Federal Government levels as necessary to ensure Air Force interests are represented and protected.

17.3. Civilian Policy Division (AF/DPCC). The Civilian Policy Division:

17.3.1. As Air Staff office of primary responsibility (OPR), this Division:

17.3.1.1. Develops Air Force policy for applying government-wide job grading and classification standards and the principle of equal pay for equal work as required by Title 5, United States Code, Chapter 51.

17.3.1.2. Develops Air Force policy and procedures for position management, to include necessary tracking and reporting of statistical indicators and high grades relating to position management activities.

- 17.3.1.3. Develops policy guidance and procedures on the Air Force skills coding system.
- 17.3.1.4. Develops Air Force positions relative to Office of Personnel Management (OPM) job grading and position classification standards and provides interpretive guidance, to include large-scale Air Force-wide studies and development of standardized position descriptions.
- 17.3.1.5. Provides advisory services to major commands (MAJCOMs) for making exempt/nonexempt status determinations under FLSA.
- 17.3.1.6. Develops and implements policy relative to AF position classification consistency.
- 17.3.1.7. Conducts centralized classification for all Civilian Personnel Officers positions.
- 17.3.1.8. Develops policy and programs for the automation of classification process.
- 17.3.1.9. Develops policies and programs for an equitable Affirmative Employment Program to include external and internal recruitment and placement.
- 17.3.1.10. Develops Air Force policy on overseas employment and rotation programs.
- 17.3.1.11. Develops Air Force policy on employment of foreign nationals in foreign areas.
- 17.3.1.12. Develops policy and procedures for Air Force Affirmative Employment Plans and Reports, including the Federal Equal Opportunity Recruiting Program (FEORP); installation staffing plans; and monitors command guidance to Air Force installations.
- 17.3.1.13. Develops and implements civilian personnel policies for civilian career management programs.
- 17.3.1.14. Develops policy for civilian mobility.
- 17.3.1.15. Serves as civilian personnel member of DoD civilian career management boards to prepare policy and program requirements of DoD-wide career management programs.
- 17.3.1.16. Develops policy and procedures on DCPDS aspects of the Affirmative Employment and Career Management Program.
- 17.3.1.17. Develops policy and procedures for re-employment priority programs.
- 17.3.1.18. Develops cooperative agreements with the Veterans Administration applying to and providing the basis for training veteran employees eligible for allowances, under Title 38, United States Code, Chapters 31 and 34.
- 17.3.1.19. Develops policy and procedures for conducting reductions-in-force and transfers of functions.
- 17.3.1.20. Develops Air Force policy for applying government-wide qualification standards.
- 17.3.1.21. Develops policies and programs for out-placement initiatives associated with reductions in force, base closures and major realignments.
- 17.3.1.22. Develops policies for civilian employees requiring transition into private sector workforce; e.g., DORS, JTPA, etc.
- 17.3.1.23. Develops Air Force policy and procedures for spouse preference program.
- 17.3.1.24. Develops policy and standards on civilian annual leave, sick leave, military leave and other administratively excused absences.
- 17.3.1.25. Develops policy and procedures to administer the Social Security System, Federal Employees Retirement System, Civil Service Retirement System, and Thrift Savings Plan and provides survivor counseling.

- 17.3.1.26. Develops policy and procedures regarding the health benefits, federal group life insurance and medicare programs.
- 17.3.1.27. Provides membership to the Board of Directors, Army-Air Force Civilian Welfare Fund.
- 17.3.1.28. Develops policy and procedures for the civilian performance management system that integrates performance appraisals, General Schedule/Federal Wage System (GS/FWS), within-grade pay increases, GS quality step increases, performance-based cash awards.
- 17.3.1.29. Develops policy and procedures for effecting performance-based adverse actions.
- 17.3.1.30. Develops policy and requirements for civilian foreign and nonforeign allowances and differentials. Surveys actual cost data and makes reports to Department of State and OPM.
- 17.3.1.31. Develops policy and procedures for the entitlement and payment of FWS environmental differential pay.
- 17.3.1.32. Develops policy and procedures for the entitlement and payment of GS hazard pay.
- 17.3.1.33. Develops policy, standards, and procedures regarding probationary periods for new employees, supervisors, and managers.
- 17.3.1.34. Develops policy for civilian duty tours, work hours, overtime work, and holiday observances.
- 17.3.1.35. Develops policy and procedures for the entitlement and payment of FLSA overtime.
- 17.3.1.36. Develops policy and procedures for entitlement to grade and pay retention.
- 17.3.1.37. Develops policy and procedures for lump-sum payments for annual leave.
- 17.3.1.38. Develops policy and procedures for the allotments and assignments of pay.
- 17.3.1.39. Develops policy and procedures for the payment of back pay.
- 17.3.1.40. Develops policy and procedures for the payment of severance pay.
- 17.3.1.41. Develops policy and procedures on pay administration for General Schedule and FWS employees (e.g., overtime and other premium pay and setting rates of pay).
- 17.3.1.42. Develops policy and procedures on Dual Pay and Dual Employment.
- 17.3.1.43. Administers the FWS within the Air Force and represents the Air Force during interdepartmental salary and wage studies.
- 17.3.1.44. Develops the Air Force policy and procedures pertaining to the pay administration for other pay systems, e.g., demonstration projects.
- 17.3.1.45. Establishes policy and procedures for the Air Force Performance Review Board.
- 17.3.1.46. Develops policy and procedures for the civilian promotion appraisal system and managerial assessment appraisals.
- 17.3.1.47. Develops model performance elements and standards for populous occupations and in conjunction with "Palace Automate."
- 17.3.1.48. Develops policy and procedures for Civilian Faculty Pay plans to include development and condition of the governing regulation for the legislation.
- 17.3.1.49. Develops the Air Force position on issues pertaining to foreign national employees' compensation systems.

17.3.2. For the Directorate, this Division:

17.3.2.1. Serves as Air Force representative on weekly and periodic meetings of the Federal Prevailing Rate Advisory Committee and the DoD Wage Fixing Committee; the Interagency Advisory Group (IAG) Committees on pay and Performance Management; and the DoD Compensation Policy Committee.

17.3.2.2. Serves as the Air Force representative on the IAG Committees of Retirement and Insurance Counselors; Employee Health and Assistance. Represents the Air Force in meetings called by the Federal Retirement Thrift Investment Board.

17.3.2.3. Serves as Air Force representative on the OPM IAG Committee on Position Classification and on the OPM Classification and Consultation Committee.

17.3.2.4. Serves as Air Force representative on the Classification and Compensation Society.

17.3.2.5. Serves as Co-chair of the Air Force Advisory Group for the Civilian Intelligence Personnel Management System (CIPMS) and on the CIPMS Advisory Group.

17.3.2.6. Serves on the OSD Crisis Management Committee.

17.3.2.7. Serves on the Air Force Exercise Team.

17.3.2.8. Serves as Air Force coordinator for the DoD Priority Placement Program (PPP).

17.3.2.9. Serves as the Air Force representative on IAG Committees on Recruiting and Special Personnel Programs, and Staffing.

17.3.2.10. Serves on Military Personnel Readiness Center (MPRC) staff during mobilization exercises.

17.3.2.11. Manages CIPMS and serves on the CIPMS Advisory Group.

17.4. Civilian Entitlements and Benefits Division (AF/DPCE). The Civilian Entitlements and Benefits Division:

17.4.1. As Air Staff OPR, this Division:

17.4.1.1. Develops policy and procedures to administer the Air Force civilian separation incentives program.

17.4.1.2. Reviews incentive requests forwarded by MAJCOMs for compliance with public law, DoD policy, and Air Force guidance; processes requests through AF/DP, AF/CC to SAF/MI for approval; forwards approved requests to MAJCOM with appropriate instructions for implementation at base level.

17.4.1.3. Ensures application of incentives is consistent with use of Voluntary Early Retirement Authority (VERA) and authorizations for reduction-in-force (RIF).

17.4.1.4. Works with financial and resource authorities in SAF/FM and AF/DPPR to ensure that information is available to AF/DPC regarding status of resources and funding levels; advises on the impact on the civilian workforce of funding and resource allocation proposals and decisions.

17.4.1.5. Represents the Air Force in DoD, Office of Management and Budget (OMB), and OPM sponsored civilian work force planning initiatives.

17.4.1.6. Provides input to and coordinates on all plans involving changes in the Air Force civilian work force, including downsizing, relocations, realignments, and movement of functions within, into, or out of Air Force.

17.4.1.7. Serves as initial point of approval/disapproval for requests for Voluntary Early Retirement Authority (VERA). Coordinates requests as appropriate.

17.4.1.8. Serves as initial point of approval/disapproval for requests for RIF authority.

17.4.1.9. Serves as the annex manager for the civilian personnel annex to all HQ USAF program action directives (PADs).

17.4.2. For the Directorate, this Division:

17.4.2.1. Serves as Air Force representative at periodic meetings with DoD to establish policy and procedures for cross-component incentive plans.

17.4.2.2. Reviews and coordinates all AF movement orders involving civilians; determines effects; ensures applicable civilian personnel procedures are undertaken, e.g., RIF, transfer of function (TOF), permanent change of station (PCS), etc.

17.4.2.3. Reviews and coordinates requests from organizations to establish civilian positions for use outside Air Force; e.g., White House, Central Intelligence Agency (CIA), Army/Navy acting as executive agents for Joint programs, etc.

17.4.2.4. Reviews requests for RIF submitted by MAJCOMs; approves/disapproves. Provides reasoning to MAJCOM if request disapproved.

17.5. Human Resources Development Division (AF/DPCH). The Human Resources Development Division:

17.5.1. As Air Staff OPR, this Division:

17.5.1.1. Develops policies and programs to enhance the effectiveness, quality and morale of the civilian force.

17.5.1.2. Develops Substance Abuse Control, Equal Opportunity and Treatment/Human Relations Education (EOT/HRE), Equal Employment Opportunity (EEO), Air Force Family Matters (AFFAM), and Civilian Personnel Employee Assistance (EAP) policy and program guidance. Coordinates all aspects of the Air Force Drug Testing Program.

17.5.1.3. Serves as OPR for AFPD 36-27, *Social Actions*; AFI 36-3009, *Family Support Center Program*; AFPD 36-13, *Nondiscrimination in Programs and Activities Assisted or Conducted by the Department of the Air Force*; and AFI 36-10, *Members' Marital Status and Activities of their Spouses*.

17.5.1.4. Reviews MAJCOM Supplements and directives related to AFFAM, EOT/HRE, SA, EEO and EAP programs to ensure compliance with Air Force and higher-level directives.

17.5.1.5. Plans for future development of programs to include management of substance abuse, family matters, civilian employee assistance, and human relations research and evaluation.

17.5.1.6. Maintains liaison and interfaces with DoD and other services as well as federal and civilian agency counterparts on EOT/HRE, EEO, SA, EAP, and AFFAM.

17.5.1.7. Designs, participates in, and makes presentations at conferences and workshops where appropriate to articulate Air Force policies and procedures with respect to SA, EAP, AFFAM, and EEO, EOT/HRE issues.

17.5.1.8. Visits field units periodically to ensure AFFAM, EOT/HRE, EEO, EAP, and SA programs properly implement Air Force policy.

17.5.1.9. Develops, manages, and reviews AFFAM, SA, EEO, EOT/HRE, and EAP objectives of the USAF Personnel Plan.

17.5.1.10. Sponsors special surveys and training programs in support of program objectives.

17.5.1.11. Coordinates all aspects of the Air Force Military and Civilian Drug Testing and Prevention Program. Chairs the staff level Drug Abuse Screening Coordinating Committee.

17.5.1.12. Studies and identifies family needs, concerns, trends, and demographics.

17.5.1.13. Serves as Air Force liaison for DoD events in support of ethnic observances.

17.5.1.14. Serves as Air Force liaison to the Defense Equal Opportunity Council and the DoD Counter-Narcotics Panel.

- 17.5.1.15. Serves as Air Force representative at civilian special interest group national conferences and conventions.
- 17.5.1.16. Prepares replies to selected Congressional, Inspector General (IG), and high-level inquiries.
- 17.5.1.17. Develops policies and programs to enhance the effectiveness, quality, and morale of the civilian force.
- 17.5.1.18. Develops policy, standards and goals for the Civilian Drug and Alcohol Abuse Prevention and Control Program to include the Drug Testing Program.
- 17.5.1.19. Develops policy and procedures for civilian employee assistance.
- 17.5.1.20. Develops policy and procedures for civilian wellness/health promotion.
- 17.5.1.21. Develops policy standards and procedures for civilian Employees Health and Counseling Programs.
- 17.5.1.22. Develops policy standards and procedures for the civilian Human Immunodeficiency Virus (HIV) Testing Program.
- 17.5.1.23. Develops guidance for special emphasis programs within the structure of the total Air Force Civilian Affirmative Employment Program.
- 17.5.1.24. Serves as OPR for the Air Force Counter Drug Demand Reduction Program.
- 17.5.2. For the DCS, this Division serves as representative on the DoD Biochemical Testing Advisory Committee, DoD DWI Task Force, and DoD Joint Oversight Committee.
- 17.5.3. For the Directorate, this Division:
 - 17.5.3.1. Reviews and coordinates on morale, welfare and recreational activities as they affect civilian employees.
 - 17.5.3.2. Serves as the Air Force representatives on the IAG; and the Committees of Employee. Health and Assistance and Dependent Care.

17.6. Plans and Requirements Division (AF/DPCX). The Plans and Requirements Division:

- 17.6.1. Implements, tests and evaluates innovative management programs and demonstration projects. Integrates resource management functions with all other aspects of the personnel management program, with special emphasis on demonstration projects and innovative systems.
- 17.6.2. Develops policy for DCPDS and support systems, such as PC-III.
- 17.6.3. Develops civilian and military personnel goals, concepts, policies and doctrines for long-range personnel plans.
- 17.6.4. Develops, tests and evaluates innovative personnel programs and data systems. Integrates functions with special emphasis on innovative systems.
- 17.6.5. Develops policy and guidance for special programs to include development of all or selected personnel programs including integration with AF affirmative employment objectives, DoD, government-wide, and similar programs; and military and civilian personnel integration.
- 17.6.6. Manages military and civilian personnel flight's structure and manpower for economy and efficiency of operations. Reviews all personnel programs for effective and economic operation. Accomplishes personnel career field functional management.
- 17.6.7. Designs and tests new personnel programs and conducts research to support strategies.
- 17.6.8. Develops Air Force policy for evaluating personnel management and administration.

- 17.6.9. Develops Air Force administrative systems governing civilian personnel records, supplements OPM guidance for processing personnel actions and oversees both statutory and regulatory compliance.
- 17.6.10. Manages military and civilian CIM data system development initiatives and projects.
- 17.6.11. Issues Air Force directives and instructions on basic authorities governing civilian personnel management and administration within the Air Force.
- 17.6.12. Manages intra-Air Force and interagency civilian personnel support agreements.
- 17.6.13. Manages organizational, functional and staffing requirements for Air Force civilian personnel and military personnel flights.
- 17.6.14. Develops policy and procedures for Personnel Research and Measurement.
- 17.6.15. Develops policy and procedures on supervisor records, personnel and position actions.
- 17.6.16. Serves as liaison for and oversees CIM and data system developments' initiatives and projects. Represents the Air Force in DoD groups and meetings.
- 17.6.17. Designs and develops long-range civilian and military planning initiatives which impact on structure and programs.
- 17.6.18. Establishes civilian and military personnel management goals, objectives and strategies consistent with the USAF Strategic Personnel Plan and the objectives of the Administration.
- 17.6.19. Represents the Air Force in DoD and OPM sponsored long-range work force planning initiatives.
- 17.6.20. Serves as the Air Force representative on the IAG Committees.
- 17.6.21. Serves as the FP for working program economy and efficiency initiatives.
- 17.6.22. Develops and manages civilian personnel research initiatives.
- 17.6.23. Conducts/participates in special studies.
- 17.6.24. Reviews all draft 36-series directives and instructions to ensure identified discrepancies are addressed and that OPM, legislative, OMB, etc., directives/guidance are included.
- 17.6.25. Conducts studies of alternative organizational and functional civilian and military personnel flight configurations; designs and tests civilian personnel functional area prototypes.
- 17.6.26. Develops concepts and proposals for new human resource management systems and demonstrations (including data systems).
- 17.6.27. Manages the Civilian Air Staff Training (CAST) Program.
- 17.6.28. Oversees military and civilian personnel career paths.
- 17.6.29. Serves as the annex manager for the civilian personnel portion of Annex C, Personnel, for all HQ USAF PADs.
- 17.6.30. Interfaces with General Accounting Office (GAO), IG, and Air Force Audit Agency (AFAA) studies and reports in civilian personnel area.
- 17.6.31. Manages Privacy Act and Freedom of Information Act.
- 17.6.32. Develops Air Staff and Secretariat trip book and speech materials.

17.6.33. Coordinates from OPRs speeches for senior directorate officials, including trip/issue books; materials on civilian personnel issues for release to public affairs; and provides security review on materials proposed for public release.

17.6.34. Develops civilian personnel legislative initiatives, develops the Air Force position on proposed legislation within the Administration or under consideration by Congress, and keeps field activities informed on legislative developments involving Federal civilian employment, pay and benefits issues.

17.6.35. Coordinates the Program Decision Memos, the Program Budget Decision Activities and PADs/statement of changes.

17.6.36. Maintains external organizational liaison with professional personnel and management organizations.

17.7. The Issues Team (AF/DPI). The Issues Team:

17.7.1. Provides interface between Congressional staffers, military legislative liaison officers and AF/DP through conferences, orientations and meetings.

17.7.2. Serves as the DP FP for all Congressional activities.

17.7.2.1. Orchestrates AF/DP preparations for the Secretary of the Air Force (SECAF), Chief of Staff of the Air Force (CSAF), SAF/MI, AF/CMS, and AF/DP testimony to include authoring the DP posture statement and any other written statements from DP to Congress.

17.7.2.2. Coordinates DP post hearing activity (review and consolidation of transcripts and inserts for Congressional record).

17.7.2.3. Serves as the DP FP for all activities associated with review of the Authorization Bill to include the mark-up and appeal process.

17.7.3. Orchestrates Congressional staffer orientation for DP.

17.7.4. Acts as AF/DP liaison to the Secretariat, Chief of Staff, Air Staff DCSs and external agencies.

17.7.5. Provides independent analytical support directly to AF/DP on all issues affecting personnel.

17.7.6. Chairs the DP Congressional Working Group which advises DP of Congressional activity impacting Air Force personnel and proposes appropriate dialogue with Congress.

17.7.7. Represents DP as a member of the Air Force Posture Team.

17.7.8. Serves as DP FP for all DP briefings, speeches, and interviews.

17.7.8.1. Authors all DP speeches.

17.7.8.2. Prepares DP for all media interviews.

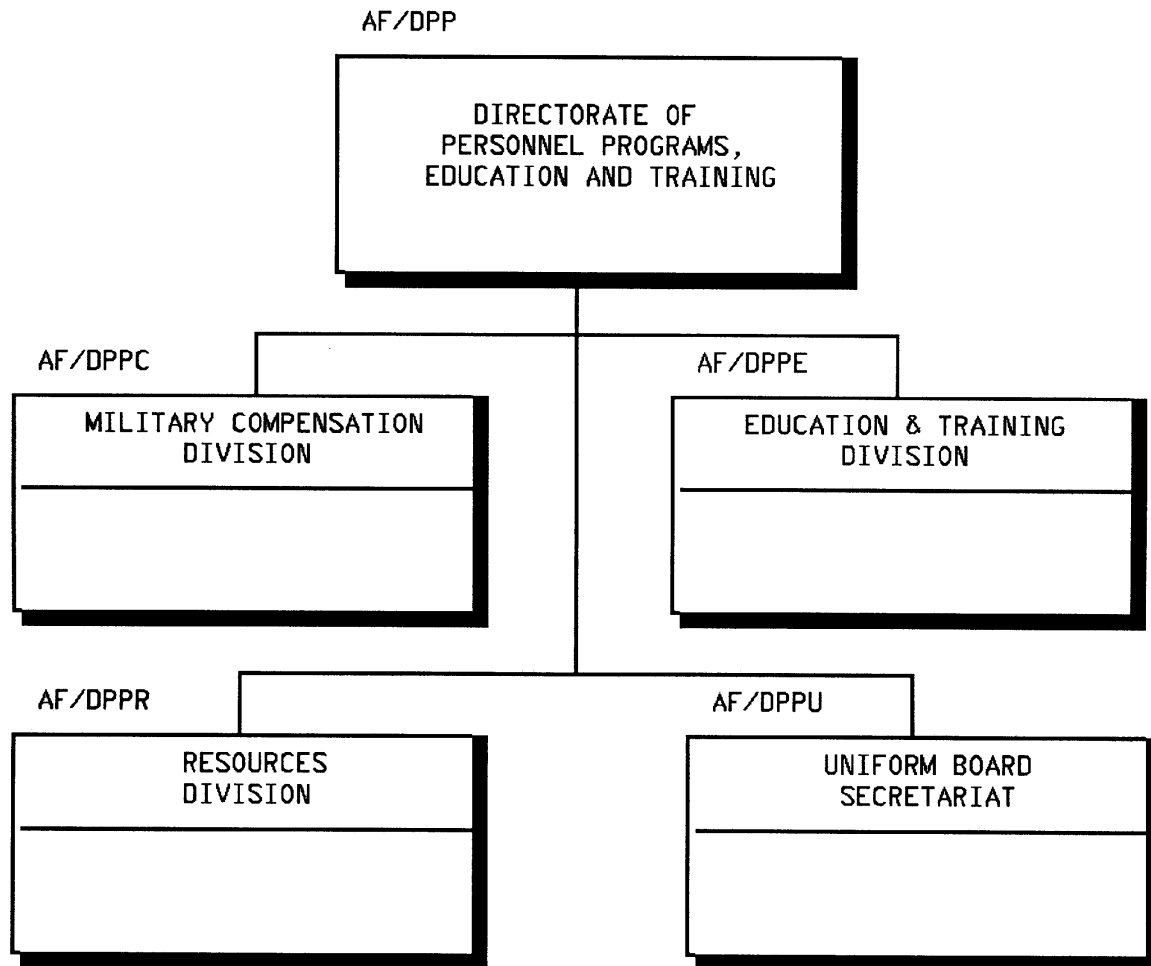
17.7.9. Prepares DP for all meetings with other service DCS/Personnel and senior OSD personnel managers.

17.7.10. Authors the introduction and serves as the DP FP for the Air Force Association Personnel Policy Statement.

17.7.11. Serves as DP FP for Air Force CORONA conferences.

17.7.12. Acts as DP FP for issues involving the Armed Forces Retirement Home Board and the United States Soldiers' and Airmen's Home.

17.7.13. Serves as the DP FP for integrated Congressional activities; e.g., posture and overview hearing. Develops and monitors legislative proposals.

Figure 17.3. Organization Chart for the Directorate of Personnel Programs, Education and Training.

17.8. Directorate of Personnel Programs, Education and Training (AF/DPP). The Directorate of Personnel Programs, Education and Training:

17.8.1. Is responsible for personnel programs to include personnel procurement, sustainment, separation, promotion, individual training, and education. Included are programs for technical and professional military and academic education; professional continuing education; and education services for the Air Force and other authorized personnel. This Directorate is also responsible for Air Force civilian training and development policy. This includes the following program areas: technical training, academic and professional programs, and managerial and supervisory development. Works with the Air National Guard, the US Air Force Reserve and the Directorate of Civilian Personnel to provide program compatibility, where possible, and mutual support.

17.8.2. Ensures necessary manpower, equipment, operations and maintenance (O&M) training support budgets, legislation, and training devices are provided for training and education programs.

17.8.3. Validates, justifies, and defends personnel and support programs to the Air Staff, OSD, OMB, and Congress. Acts as primary conduit for AETC and United States Air Force Academy (USAF) input to the Air Force Program Objective Memorandum (POM). Develops strategies to ensure compliance with military end strength and civilian work year guidance.

17.8.4. Establishes the Air Force Uniform Board (AFUB) as directed by the Chief of Staff, the Office of the AFUB Secretariat, and serves as Chairperson of the AFUB. Establishes military dress and appearance policies and acts as HQ USAF FP for uniform clothing proposals.

17.8.5. Air Reserve Components. As provided in Title 10, United States Code, Section 265, manpower authorizations include specific positions for Reserve Affairs to:

17.8.5.1. Assist directors or higher staff levels.

17.8.5.2. Take part in the formulation and administration of policies, plans, programs, and regulations affecting Air National Guard (ANG) and United States Air Force Reserve (USAFR).

17.9. Military Compensation Division (AF/DPPC). The Military Compensation Division:

17.9.1. As Air Staff OPR, this Division:

17.9.1.1. Develops the Air Force Entitlements Plan.

17.9.1.2. Is OPR for military active force, retiree, and survivor entitlement/compensation issues.

17.9.1.3. Establishes and controls policy concerning incentive and special pays.

17.9.1.4. Establishes personnel policy relating to aviation service, ratings, and flying incentive pay.

17.9.1.5. Develops personnel policies related to institutional entitlements such as medical and dental benefits.

17.9.1.6. Develops Air Force inputs for the Legislative Contingency Account contained in the President's Budget.

17.9.1.7. Establishes, interprets, and disseminates policies contained in Volume I of the Joint Federal Travel Regulation (JFTR).

17.9.1.8. Represents the Air Force Secretariat and Air Staff on the Military Advisory Panel of the Per Diem, Travel, and Transportation Allowance Committee.

17.9.1.9. Approves/disapproves requests for exceptions to administrative weight restrictions on household goods (unusual cases requiring individual determination) on behalf of the SAF.

17.9.1.10. Responds to White House, Congressional, and IG inquiries and letters to the Chief of Staff and other officials on entitlements statutes and policies.

17.9.1.11. Participates in development of individual surveys and in formulating policy pertaining to the Variable Housing Allowance.

17.9.1.12. Represents the Air Staff in Joint Service/Departmental meetings involving the development of items such as military pay raise mechanism and specific pay and entitlements initiatives.

17.9.1.13. Establishes, interprets, and disseminates policies concerning retirement pay and other retiree and survivor entitlements.

17.9.1.14. Acts as SAF designee to approve extensions to household goods' home-of-selection shipment entitlements for retirees for unique or unusual reasons.

17.9.1.15. Acts as SAF designee to approve waivers for payment of FSA-1 when unusual family circumstances exist.

17.9.1.16. Establishes and controls leave policy.

17.9.1.17. Develops and interprets personnel policies concerning identification cards.

17.9.1.18. Acts as OPR for ACIP & ACP budget submissions.

17.9.2. For the DCS, this Division:

17.9.2.1. Is the DP FP for legislation that would affect AF military members and civilian employees.

17.9.2.2. Disseminates to MAJCOMs, Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs), the content and status of entitlements legislation.

17.9.2.3. Reviews and develops the Air Force position on proposed legislation affecting the personnel function.

17.9.2.4. Develops legislative proposals as required to implement Air Force entitlements, compensation, and travel objectives as well as other Air Force goals as directed by the DCS.

17.9.2.5. Maintains liaison with the Directorate of Legislative Liaison (SAF/LL).

17.9.2.6. Maintains liaison with DoD Per Diem, Travel and Transportation Allowance Committee; OSD; and other Services in developing legislation and DoD policy regarding pay, allowance, and travel entitlements.

17.9.2.7. Disseminates policy determinations to MAJCOMs and other Air Staff agencies relative to pay, travel, and transportation entitlements.

17.9.2.8. Acts as DP liaison with Air Force Reserve, National Guard Bureau, and other Air Staff Agencies (e.g., Air Reserve Forces Policy Board) regarding pay, allowances, and other entitlements for Reserve Components members.

17.9.2.9. Establishes personnel policies relating to diverse areas such as assignment to Unaccompanied Personnel Housing, Leased Housing, and use of base facilities (Commissary, Base Exchange).

17.9.2.10. Establishes Air Staff position and recommendations on pay, entitlements, and flying status policies for the Air Force Board for Correction of Military Records.

17.9.2.11. Provides policy guidance on pay and entitlements to the Air Force Accounting and Finance Center (AFAFC).

17.9.3. For the Directorate, this Division:

17.9.3.1. Serves as the AF/DPP FP during markup and appeal of the Appropriations Bill.

17.9.3.2. Represents AF/DPP's alternate representative on the Personnel Support Team.

17.10. Education and Training Division (AF/DPPE). The Education and Training Division:

17.10.1. As Air Staff OPR, this Division:

17.10.1.1. Develops policy for officer and enlisted Professional Military Education (PME) programs; Professional Continuing Education programs; Graduate Education programs; USAF civilian employee training, education and development; Education Services; Technical Training programs; and Interservice Training programs.

17.10.1.2. Is responsible for development of military and civilian education and training policy directives.

17.10.1.3. Programs resources for education and training programs which are managed by the Division.

17.10.1.4. Provides Air Force career field management of the following Air Force Specialty Codes (AFSCs) and Special Duty Identifiers (SDIs):

17.10.1.4.1. AFSC 3S2X1, Education & Training.

17.10.1.4.2. 81C0, Instructor.

17.10.1.4.3. 81C0 Training Commander, OTS.

17.10.1.4.4. SDI 8T000, PME Instructor.

17.10.1.4.5. SD 8B000, Military Training Instructor.

17.10.1.4.6. SDI 8B100, Military Training Manager.

17.10.1.5. Initiates and monitors research projects relating to USAF military and civilian training programs such as basic military and technical training, civilian skills and proficiency training, and managerial/supervisory development.

17.10.1.6. Provides functional management and policy oversight of the following military and civilian personnel programs:

17.10.1.6.1. Enlisted Basic Military Training (BMT).

17.10.1.6.2. Officer and Airman Initial Skill and Skill Progression Training.

17.10.1.6.3. Usage of Computer and other Technologies in Education and Training.

17.10.1.6.4. Contract Training.

17.10.1.6.5. Mandatory civilian training programs.

17.10.1.6.6. Long-Term, Full-time civilian training and development.

17.10.1.6.7. Civilian mid-managerial/supervisory training.

17.10.1.6.8. Civilian Interagency and non-Government Technical Training.

17.10.1.6.9. Civilian Career Program Training and Development.

17.10.1.7. Prepares the Air Force input to the Military Manpower Training Report (MMTR).

17.10.1.8. Manages the Graduate Education Management System (GEMS).

17.10.1.9. FP for the Air Force Education Requirements Board.

17.10.1.10. Acts as Program Element Monitor (PEM) for Recruit Training Units, General Skill Training, Professional Military Education, Other Professional Education, Support of Training Establishment, Training Development, Training Support to Units, Off-Duty/Voluntary Education Program, Veteran's Educational Assistance Program, Civil Air Patrol-USAF, and Civil Air Patrol Corporation, Operational Headquarters (Tech Trng) and Operational Headquarters (Air University).

17.10.2. As Air Staff FP, this Division:

17.10.2.1. Provides guidance on Officer and Enlisted PME, Professional Continuing Education programs, Graduate Education programs, Education Services programs, USAF civilian education and training, Technical Training Programs, Extension Course Institute, Civil Air Patrol, and the Air University and Air Force Institute of Technology Boards of Visitors, Veterans Administration Education Benefit programs, and DoD Dependent Schools.

17.10.2.2. Develops programming and budget estimates for BMT, specialized skill and functional training programs.

17.10.2.3. Evaluates new training concepts and methodologies.

17.10.2.4. Provides training inputs, advice and assistance to DoD and Joint Chiefs of Staff (JCS) offices considering training resources for the Future Years Defense Plan (FYDP) and POM.

17.10.2.5. Coordinates Air Force participation in Joint/Interservice training programs, the Interservice Training Review Organization (ITRO), Defense Educational and Training Executive Committee (DETEC), and Defense Manpower Data Center (DMDC). Represents the Air Staff on the ITRO Steering Committee.

17.10.2.6. Evaluates and coordinates on Training Development Plans as part of Integrated Logistics Support for new or modified systems.

17.10.2.7. Monitors changes to and developments in various career fields and individual AFSCs to include the Air Force Civilian Personnel Career Programs.

17.10.2.8. Provides information about current policies in force at Air Force Training Centers.

17.10.2.9. Coordinates on Joint PME actions between the Joint Staff, Air Staff, and Service and Joint PME schools.

17.10.2.10. Advises on actions for the Defense Activity for Non-Traditional Education Support (DANTES).

17.10.2.11. Is the Air Force representation on the Military Education coordination Conference Working Group, which works issues involving PME.

17.10.3. For the DCS, this Division:

17.10.3.1. Integrates ANG and USAFR requirements into overall USAF training programs and resource management.

17.10.3.2. Reviews and comments on Program Management Directives and Data Project Directives affecting training and education.

17.10.3.3. Prepares support data for Program Assessment Review/SAF Program Review briefings.

17.10.3.4. Serves as representative to the Environmental Protection Sub-Committee.

17.10.3.5. Serves as functional OPR for conducting the Internal Management Control Program.

17.10.3.6. Serves as liaison for Veterans' programs for the ANG and USAFR.

17.10.4. For the Directorate, this Division:

17.10.4.1. Reviews policy issues, gathers relevant information, and develops and staffs positions for senior leadership review.

17.10.4.2. Determines requirements for data and reporting procedures to support Air Force education and training programs.

17.10.4.3. Maintains liaison with various education associations, including the Serviceman's Opportunity Council, American Council on Education, National Accrediting Associations, and others as required.

17.10.4.4. Develops operational policy and monitors the Education Services Career Program.

17.11 Resources Division (AF/DPPR). The Resources Division:

17.11.1. As Air Staff OPR, this Division:

17.11.1.1. Provides the Chairperson, POC and Analytical Support for the Personnel and Support Team. As Personnel and Support Team Chief:

17.11.1.1.1. Attends Air Force Council (AFC), Budget Review Group (BRG), Operating Budget Review Group (OBRG), and SECAF/CSAF briefings on Planning and Budgeting issues.

17.11.1.1.2. Provides planning strategy, program and budget review for Air Education and Training Command, Air Force Academy, Air Force Military Personnel Center and various FOAs/DRUs for the Air Force Planning, Programming and Budgeting process.

17.11.1.1.3. Provides updates to the Air Force Force & Financial Plan (F&FP) database system and reviews for accuracy.

17.11.1.2. Prepares and manages the Air Force active military personnel program for the operating, budget and planning years. Prepares the Air Force military personnel program for the FYDP.

17.11.1.3. Reviews and determines requirements for data and reporting procedures for the Air Force active military personnel program. Compares current status to the program, analyzes reasons for deviation, and develops recommended corrective actions.

17.11.1.4. Develops officer, cadet, and airman force management programs for the operating and planning years within established strength and budgetary constraints. Forecasts total strength by grade, gains, losses, reenlistments, number of dependents, overseas strength, terminal leave payments and retirements from the active force for the FYDP.

17.11.1.4.1. Manages the approved end strengths within budgetary limits.

17.11.1.4.2. Plans, analyzes, and monitors actions related to procurement, retention, promotion, separation, and other related personnel actions that have impact on the USAF Force Structure.

17.11.1.4.3. Prepares justification for the active duty force program for submission to Air Staff agencies, OSD and Congressional Committees.

17.11.1.5. Programs the military personnel grade structure and annual officer and airman promotions within end-strength and budget limits. Issues airman promotion selection objectives and monthly officer and airman promotion quotas.

17.11.1.6. Develops officer accession goals for current, budget and out-year programs by major force category; pilot and navigator training, engineers, technical and non-technical, and by resource category: AFROTC, OTS (including Airman Education and Commissioning Program), USAF Academy, recalls, and direct appointments.

17.11.1.7. Submits data related to DoDI 1300.14, *Enlisted Personnel Management Planning and Reporting*.

17.11.1.8. Programs and manages the Military Personnel Appropriation (MPA) Man-day Program. Makes sure that annual man-day allocations are made to the MAJCOMs, FOAs and other users. Monitors man-day usage and reallocates, as necessary, to support unprogrammed requirements.

17.11.1.9. Develops, justifies, implements, and manages civilian work year models which are used to forecast utilization rates in the PPBS.

17.11.1.10. Develops policy and provides guidance to manage the Air Force civilian work force within funds and approved programs.

17.11.2. As Air Staff FP, this Division responds to inquiries received from Congress, OSD, JCS, Air Staff, and other military and civilian agencies for actual and programmed strength data and is responsible for preparation and distribution of selected strength reports.

17.11.3. For the DCS/Personnel, this Division:

17.11.3.1. Coordinates the development, comment, and processing phases of the annual Air Force Program Objective Memorandum (POM), Secretary of Defense Program Decision Memorandum, Defense and Fiscal Guidance and Issue Books, Budget Estimate Submission and Program Budget Decisions (PBDs). Evaluates all program proposals or decisions for personnel impacts and ensures coordination with other DP agencies.

17.11.3.2. Prepares backup books, briefings and other background data for use by the DP members of the AFC, BRG and OBRG.

17.11.3.3. Provides representation on the OBRG.

17.11.3.4. Assesses the impact of policy changes on officer, enlisted and civilian force programs, and adjusts the programs as necessary.

17.11.3.5. Provides estimates of impacts on the MPA of policy changes and programmatic execution.

17.11.3.6. Develops and implements policy guidance for controlling and adjusting employment and civilian work year utilization within approved funding end strength objectives.

17.11.3.7. Participates in the Air Force Resource Allocation Process (RAP) Operating Budget Review Committee, and Support of Resource Allocation Teams.

17.11.3.8. Determines and defends Air Force civilian work year requirements within the DoD PPBS and provides guidance on civilian employment policies, practices and procedures in the manpower and funding determination process.

17.11.3.9. Chairs the Personnel Resource Advisory Group (PRAG), supervising PEMs in the development and justification of personnel POM initiatives.

17.11.3.10. Develops, manages and defends work force issues in the Defense Guidance, and subsequent Air Force and DoD reports, testimony, back-up books, and record inserts, on all matters raised through the DoD Authorization and Appropriations process.

17.11.3.11. Represents the Air Force in DoD, OMB, and OPM sponsored civilian work force planning and programming initiatives.

17.11.3.12. Coordinates the Defense Management Review (DMR) and the Program Budget Decision Activities.

17.11.3.13. Represents AF/DP on the Financial Oversight Working Group (FOWG) chartered to advise CSAF and SECAF of resource allocation issues for agencies and programs serviced by HQ 11 WG (OAC-43).

17.11.3.14. Represents AF/DP on Base Closure Working Group to advise on personnel related impacts of Base Closure deliberations.

17.11.4. For the Directorate, this Division:

17.11.4.1. Determines the impact that the conversion of military positions to in-service civilian or contract positions will have on officer and enlisted programs.

17.11.4.2. Determines requirements for data and reporting procedures to support the active duty officer and enlisted force programs.

17.11.4.3. Evaluates and staffs all program proposals and decisions for impact on the active duty officer and enlisted force programs.

17.12. Uniform Board Secretariat (AF/DPPU). The Uniform Board Secretariat:

17.12.1. As Air Staff OPR, this Division:

17.12.1.1. Acts as FP for uniform clothing matters including availability, quality and suitability.

17.12.1.2. Is responsible for operation of AFUB Secretariat.

17.12.1.3. Reviews proposals for new or changed uniform clothing items and changes to uniform clothing wear policies for Chief of Staff approval.

17.12.1.4. Ensures a consistent policy on uniform clothing, accessories, insignia, and other items within the AFUB's purview.

17.12.1.5. Responds to inquiries received from White House, Congress, OSD, JCS, Air Staff, and other military and civilian agencies for uniform clothing and other related items.

17.12.2. For the DCS, this Division:

17.12.2.1. Assesses the impact of policy changes on uniform clothing and related items and on the wear policy.

17.12.2.2. Provides estimates of impacts on the MPA or O&M of policy changes and programmatic execution.

17.12.2.3. Integrates ANG and USAFR requirements into overall uniform clothing and related items introduction or deletion, and changes to wear policies.

17.12.2.4. Obtains SAF and OSD approval for changes to enlisted initial issue clothing bag and replacement allowances.

17.12.2.5. Coordinates all public announcements on AF uniform clothing with appropriate AF and DoD agencies.

17.12.2.6. Prepares the minutes of the AFUB meetings for approval by the Chief of Staff.

17.12.2.7. Includes program management directive (PMD) priority for approval by the Chief of Staff as part of the AFUB minutes. Obtains funds for uniform clothing item development.

17.12.2.8. Annually reviews AFI 36-3014, *Clothing Allowances for Air Force Personnel*, and revises it as appropriate.

17.12.3. For the Directorate, this Division:

17.12.3.1. Reviews and provides recommendations for development of uniform clothing plans and policy implementation.

17.12.3.2. Evaluates and recommends additions or deletions to the enlisted initial issue clothing bag; and civilian clothing allowances for AF personnel and uniform clothing allowances for AF enlisted members.

17.12.3.3. Recommends whether an AF uniform clothing item should be approved as mandatory, optional or special distinctive to the Chief of Staff.

17.12.3.4. Recommends additions or deletions to the Army/Air Force Exchange Service (AAFES) stock assortment of commercially procured items for sale in the MCSS (military clothing sales stores) to the Chief of Staff.

17.12.3.5. Advises AAFES of approved new mandatory, optional, or special distinctive uniform clothing items to be made available for sale in the military clothing sales stores.

17.12.3.6. Approves fit test and wear test plans for testing uniform clothing items approved for development.

17.12.3.7. Programs funds for initial inventory of Defense Personnel Support Center procured items for uniform clothing, insignia, badges, and other accessories.

17.12.3.8. Notifies appropriate AF and DoD agencies of recommendations approved by Chief of Staff that require follow-on actions.

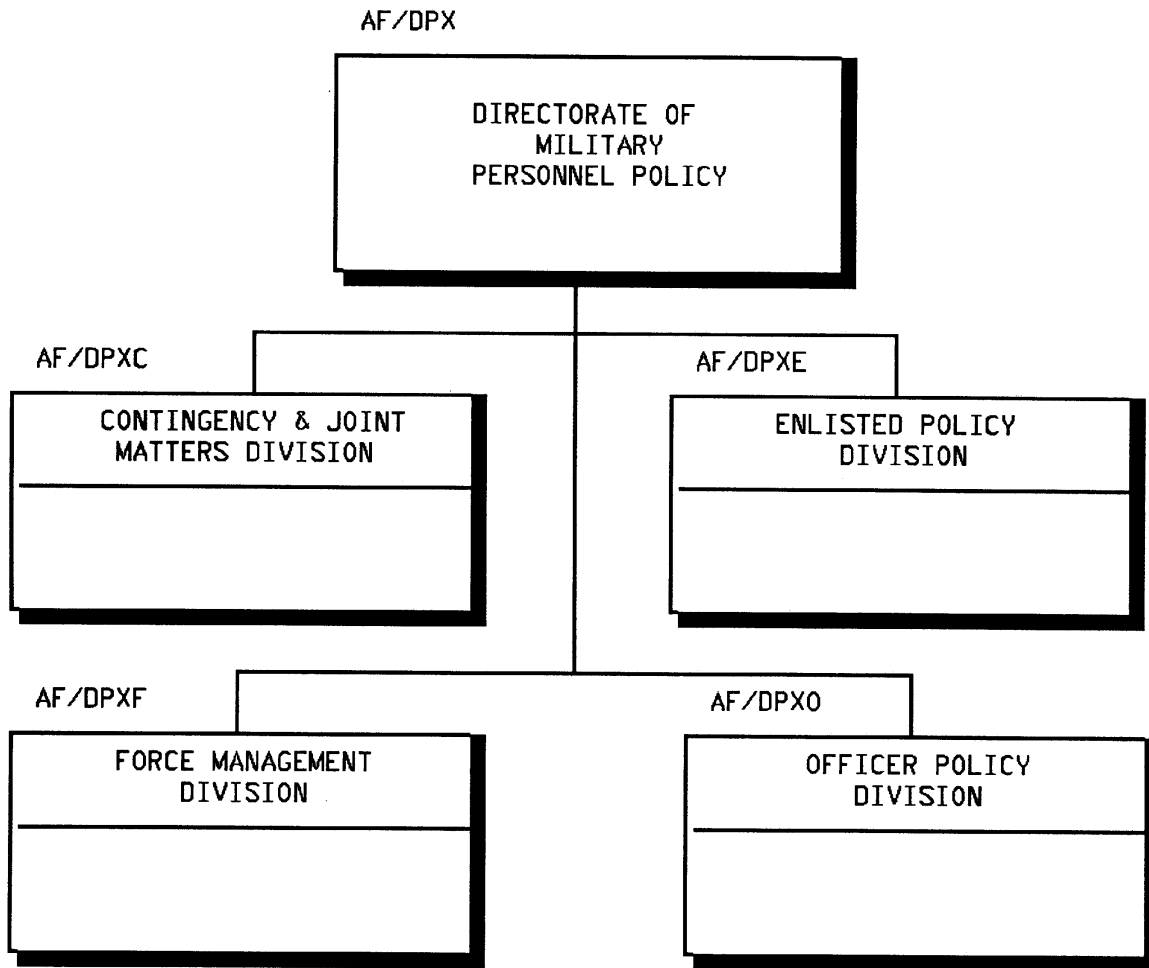
17.12.3.9. Reviews requests for technical waivers or deviations and forwards recommendations for approval or disapproval to the Chief of Staff. Upon receipt of the approved request, notifies the appropriate AF or DoD agency.

17.12.3.10. Coordinates with The Institute of Heraldry to design and develop badges and insignia.

17.12.3.11. Requests cost analyses and milestone schedules be set for uniform development projects, fit tests, wear tests, and studies.

17.12.3.12. Determines development of fielding plan for new uniform clothing items and elimination of old uniform clothing items. This includes insignia, badges, and other accessories.

Figure 17.4. Organization Chart for the Directorate of Military Personnel Policy



17.13. Directorate of Military Personnel Policy (AF/DPX). The Directorate of Military Personnel Policy:

17.13.1. Is responsible for personnel total force planning (mid-range and near-term) and policy initiatives to ensure Air Force active and reserve forces are provided the skilled personnel to meet USAF operational requirements, world-wide, in both peacetime and wartime, and to ensure effective transition from peacetime to wartime via mobilization.

17.13.2. Serves as the Air Force FP for overall personnel policy and mid- and near-term planning, in coordination with other Deputy Chief of Staff (DCS) Personnel Directorates, the Air Force Military Personnel Center (AFMPC), ANG, and Air Force Reserve (AFRES), who accomplish planning and policy actions within their areas of specific responsibility.

17.13.3. Is the OPR for the Air Force Officer/Enlisted Personnel Short-Range Planning Process. Develops integrated, total force personnel principles, concepts and goals governing the management and utilization of the officer, enlisted, and Air Reserve Forces (ARF) objective force structures. In coordination with ANG/AFRES, develops and implements long-range objectives, mid-and near-term strategies and initiatives which link personnel planning to the programming phase of the USAF PPBS.

17.13.4. Plans, establishes and ensures compliance with policies for the total force to ensure optimum effective management of Air Force active and reserve military personnel resources. These policies include leadership/management, promotion/demotion, procurement, recruiting and retention, assignment/classification, separations/retirements, and readiness.

17.13.5. Serves as the Air Force FP for formulation of overall mid- and near-term personnel policy through review of the coordination on military policy initiatives of all other DP activities.

17.13.6. Functionally responsible to ensure that, to the extent practical, the Air National Guard and the Air Force Reserve personnel policies are consistent with those established by the Secretary of the Air Force (SECAF).

17.13.7. Serves as the active Air Force voting member on the Reserve Forces Policy Board (RFPB) and the Air Reserve Forces Policy Committee (ARFPC).

17.13.7.1. The RFPB is the OSD level joint service active and reserve, policy board that advises the Secretary of Defense and the Congress on Reserve matters.

17.13.7.2. The ARFPC is the Air Force level policy committee that advises the Secretary of the Air Force on policy matters that affect the Air Reserve Forces.

17.13.7.3. Within AF/DPX, the Section 8021 officers serve as the Air Staff POCs/FPs for the RFPB and ARFPC. They are responsible for developing, assembling and obtaining coordination on the Air Staff positions on agenda items and studies, and monitoring the activities and recommendations made during the meetings.

17.13.7.4. Is the OPR for Air Force personnel readiness planning, readiness budget issues, and for personnel matters during a contingency emergency, or general war. Functions as DP representative on the Air Force Operations Group (AFOG).

17.13.7.5. Serves as the Air Force voting member on the Manpower Accession Policy Steering Committee (MAPSC). The MAPSC is the Office of the Under Secretary of Defense (OUSD) level, joint service policy board that provides recommendations on military personnel selection and classification processing issues to the Under Secretary of Defense (Personnel & Readiness), USD (P&R).

NOTE: ANG/AFRES. As provided in Title 10, United States Code, Sections 265 and 8021, manpower authorizations include specific positions for ANG and USAFR personnel to assist directors or higher staff levels in the preparation, review, and administration of policies, plans, programs and regulations affecting the size, location, organization, distribution, training, mobilization, procurement, funding, and equipping of the Air National Guard of the United States (ANGUS) and the United States Air Force Reserve (USAFR).

17.14. Contingency and Joint Matters Division (AF/DPXC). The Contingency and Joint Matters Division:

17.14.1. As Air Staff OPR, this Division:

17.14.1.1. Is responsible for "READY" program policy.

17.14.1.2. Serves as OPR for the Wartime Training Management (WTM) programs and wartime training planning. Coordinates with AF/DPPE.

17.14.1.3. Develops wartime/contingency/emergency Air Force training policy and guidance in coordination with AF/DPPE.

17.14.1.4. Working with AF/PER and AFOG/PER, develops the total force, including civilians, planning factors and policy for time phase wartime personnel requirements (personnel OPR for WARMAPS).

17.14.1.5. Is the FP on total force mobilization readiness and demobilization of personnel resources. Coordinates with AF/REP, ANGRC/MPX, ARPC/XP, AFOG/PER, AF/XOO and AFMPC/DPMY.

17.14.1.6. Reviews Air Force directives covering wartime personnel planning for consistency and adequacy.

17.14.1.7. Reviews DoD and JCS programs, guidance and documents for consistency, validity, and appropriateness with Air Force personnel readiness planning.

17.14.1.8. Is the PEM for all personnel readiness budget issues.

17.14.1.9. Is responsible for responding to OSD or Congressional requests for information on personnel policies and procedures for mobilization, deployment, sustainment and demobilization of total force personnel resources. Coordinates with AF/XOX, AF/XOO, AFMPC/DPMY, ARPC/XP, AFOG/PER, AF/REP, and AF/PE.

17.14.1.10. Provides overall personnel mobilization policy guidance for Individual Mobilization Augmentee (IMA) program and for the management of pretrained individual manpower (PIM). Coordinates with AF/XOX, AFMPC/DPMY, ARPC/XP, AFOG/PER and AF/PER.

17.14.1.11. Is responsible, through close coordination with AF/REP, ARPC/XP, AF/PE and JCS-J1, for the overall management, policy and guidance of the Joint Table of Mobilization Distribution (JTMD) program.

17.14.1.12. Is responsible for repatriation-of-U.S.-noncombatant policy, planning through close coordination with the Department of State (DOS), Department of Health and Human Services (DHHS), Department of Army (DA), the Services and Air Mobility Command (AMC).

17.14.1.13. Is responsible for developing Air Force attrition factors for publication in the USAF War and Mobilization Plan, Volume I (WMP-1), Annex G. Works with appropriate development agency.

17.14.1.14. Reviews DoD and JCS programs, guidance and documents for consistency, validity and appropriateness with Air Force personnel policy and objectives.

17.14.1.15. Establishes dependent care responsibility policy for officers.

17.14.2. For the DCS, this Division:

17.14.2.1. Is the FP for all personnel matters occurring during a contingency, emergency or general war.

17.14.2.2. Functions as DP representative to the AFOG.

17.14.2.2.1. Works through the Crisis Action Team (CAT), in coordination with the DCS and the Air Staff, on procedural and policy changes.

17.14.2.2.2. Monitors Air Force operations and requirements in relation to contingencies and exercises and establishes priorities to meet situational changes.

17.14.2.2.3. Forms liaison with other services' combat operations battle staffs.

17.14.2.2.4. Advises on aircraft accidents and other actions and emergencies involving personnel. Monitors worldwide situations involving personnel implications. Coordinates with AF/XOO, AFMPC/DPMY and AFOG/PER.

17.14.2.3. Reviews and comments on personnel portions of OSD and JCS planning documents concerning readiness issues. Ensures coordination with responsible Air Staff OPRs.

17.14.2.4. Serves as the DP OPR for the Joint Operations Planning System (JOPS), the Joint Operations Planning and Execution System (JOPES), the Joint Deployment System (JDS), and the Air Force World Wide Military Command and Control System (WWMCCS).

17.14.2.5. Reviews unified, specified and MAJCOM OPlans/CONPlans for consistency with USAF personnel policies. Ensures coordination with responsible Air Staff agencies.

17.14.2.6. Is responsible for and prepares personnel annexes/chapters for USAF war, contingency, disaster, continuity, and exercise plans and planning documents.

17.14.2.7. Develops and publishes the DP Emergency Actions Book (EAB), which establishes concepts of operations and details emergency actions required when transitioning the Air Force personnel community from peacetime to wartime.

17.14.2.8. Responsible for Air Staff active duty personnel background information on personnel issues in the operations briefings presented at the bi-weekly CSAF staff meetings.

17.14.2.9. Monitors readiness issues and current operations events, providing summaries to DP and DPX.

- 17.14.2.10. Tracks manning requirements in support of contingency operations for the Air Force Emergency Operations Center (AFEOC) and the Organization of the Joint Chiefs of Staff (OJCS) at the alternate sites.
- 17.14.2.11. Develops Air Force personnel annexes for Air Force exercise plans through coordination; with responsible Air Staff offices, MAJCOMs, AFOG/PER and AFMPC.
- 17.14.2.12. Establishes procedures for reporting, tracking and providing assistance to DoD and other noncombatants during noncombatant evacuation operations (NEO) in close coordination with DOS, DHHS, JCS, DA, other Services, and AF/XOO, the Air Staff OPR for NEO.
- 17.14.2.13. Develops personnel policies and guidance for AFI 10-201 (SORTS), *Status of Resources and Training System*; AFI 10-4, Operations Planning; AFI 10-401 (Operational Planning Process); AFI 10-403, *Deployment Planning*; and AFI 10-402, *Mobilization Planning*.
- 17.14.2.14. Develops and operates the automated applications required to support contingency planning and execution functions (COMPES), through AFOG/PER.
- 17.14.2.15. Is the FP for contingency, exercise, mobility, mobilization, and wartime matters dealing with personnel.
- 17.14.2.16. Serves as the OPR for all personnel readiness matters relating to the development and utilization of the Joint Operations Planning System (JOPS), Joint Development System (JDS), Joint Operations Planning and Execution System (JOPEs), World Wide Military Command and Control System (WWMCCS), Combat Personnel Control System (CPCS), Personnel Concept III (PC-III), and Status of Readiness and Training System (SORTS).
- 17.14.2.17. Executes crisis action planning through the AFOG.
- 17.14.2.18. Operates the USAF Manpower and Personnel Readiness Center.
- 17.14.2.19. Serves as DP OPR for USAF SRR-55, COOP-OJCS, COOP-DAF and COOP-DCS/P.
- 17.14.2.20. Ensures the integration of personnel plans within DoD, Joint and the Air Force planning process.
- 17.14.2.21. Serves as Air Staff OPR for the development of the Threat Related Attrition Model (THREAT).
- 17.14.2.22. Is the Air Staff Personnel OPR for policy, programming and overall development of the Force Augmentation Status and Tracking System (FAST), the Contingency Operations Mobility, Planning and Execution System (COMPES), and other wartime/contingency planning and evacuation systems.
- 17.14.2.23. Responds to OSD, JCS, Congressional, or other requests for information about personnel matters regarding total force recall, mobilization, deployment, sustainment, and demobilization.
- 17.14.2.24. Prepares Annex G to the USAF War and Mobilization Plan, Volume 1 (WMP-1) and other Personnel annexes and chapters for war, contingency, disaster, continuity, and exercise plans and planning documents.
- 17.14.2.25. Reviews Unified, Specified and MAJCOM OPlans and ConPlans for AF/DP to ensure consistency with USAF Personnel policies and coordination with responsible DCS/P agencies; maintains a library of plans, regulations and other readiness documents.
- 17.14.2.26. Serves as the AF/DP point of contact with AF/XO and the Joint Staff in filling requirements, developing policies, programs and documents such as the National Military Strategy Document, the Secretary of Defense (SECDEF) Report to Congress and the JCS Chairman's Posture Statement. Coordinates with other Air Force Personnel agencies and the other Services.
- 17.14.2.27. Acts as FP for Air Force manning of arms control treaty inspection teams, coordinates with AF/DPC, AFMPC, the On-Site Inspection Agency (OSIA), and other government agencies on identification, training and assignment of team.
- 17.14.2.28. Serves as AF/DP FP for Defense and Air Attache matters. Arranges panels to interview prospective attaches.
- 17.14.2.29. Serves as FP for DP routing and coordination of actions initiated by the Joint Staff.

17.14.2.30. Provides overall management of the Individual Mobilization Augmentee (IMA) Program and schedules and administers meetings of the IMA Oversight Committee.

17.14.3. For the Directorate, this Division:

17.14.3.1. Represents AF/DPX on the Logistics Readiness and Supportability Panel.

17.14.3.2. Serves as the liaison with AFOG/PER for all matters relating to personnel/training readiness.

17.14.3.3. Represents AF/DPX and conducts Air Force Personnel Readiness Executive Sessions yearly.

17.14.3.4. Represents AF/DPX as an advisory member of the Washington Liaison Group, an organization consisting of members of Department of State (DOS), JCS and DoD, to assure the coordination of NEO plans.

17.15. Enlisted Policy Division (DPXE). The Enlisted Policy Division:

17.15.1. As Air Staff OPR, this Division:

17.15.1.1. Develops short-range personnel plans, policies and planning documents, e.g. TOPCAP. Assists in the development of personnel programs affecting the Total Force enlisted force structure.

17.15.1.2. Acts as the FP for all DoD, Joint Staff and Air Force enlisted personnel planning programs, guidance, and documents for consistency, validity, and appropriateness with Air Force enlisted personnel policy objectives.

17.15.1.3. Monitors enlisted action plans/strategies emanating from planning documents and conferences to ensure they are meeting DP goals and objectives.

17.15.1.4. Participates in development of personnel plans and assists in development of personnel programs affecting the Total Force enlisted force structure.

17.15.1.5. Reviews enlisted Air Force specialties to assess Total Force skills interrelationships and Career Progression Group sustainability. Works with ANG/AFRES to ensure program compatibility and mutual support.

17.15.1.6. Acts as OPR for preparation and submission of reports required by DoDI 1300.14, Enlisted Personnel Management Planning and Reporting.

17.15.1.7. Provides personnel planning inputs to Air Staff and DoD agencies on enlisted matters.

17.15.1.8. Develops and obtains approval of enlisted promotion and demotion policies for the active force. Staffs and coordinates ANG and AFRES enlisted promotions and demotion policies to insure consistency with established Air Force policies.

17.15.1.9. Develops and issues separation policy for enlisted personnel. Obtains Secretarial approval of separation programs, guidance, criterion and policies for separating these personnel.

17.15.1.10. Develops and issues Air Force policy on the Enlisted Evaluation System (EES) and correction of airman evaluation reports.

17.15.1.11. Develops, reviews and modifies Air Force policies and procedures for classifying, assigning, retraining, and retiring the enlisted force.

17.15.1.12. Develops Air Force policies and procedures concerning Air Force Military Personnel Testing and Air Force occupational and attitude surveys.

17.15.1.13. Develops policy and plans objectives for the First Sergeant Career Field. Reviews policy and procedures for classifying, assigning, training, retraining and educating First Sergeants. Monitors force structure changes that impact First Sergeant Career Field manpower authorizations. Serves as FP for issues pertaining to First Sergeants.

17.15.1.14. Develops and issues Air Force policy on military standards, utilization and classification, personal affairs, weight program, and awards and decorations affecting the total officer and enlisted force. Works with the ANG/AFRES to ensure mutual support.

17.15.1.15. Serves as Air Staff FP for the Chief of Staff hosted ceremonies and receptions for the Lance P. Sijan Leadership Award and the General and Mrs Jerome F. O'Malley Award. This includes award coordination with AFMPC, billeting arrangements for recipients, escort duties, and publicity.

17.15.1.16. As the PEM for the Air Force PCS budget, develops and oversees PCS requirement for the POM cycle submissions. Also monitors monthly expenditures and execution year monies. Is the Air Staff FP for all Congressional/OSD inquiries pertaining to PCS budget issues.

17.15.1.17. Acts as Air Staff representative for budget matters.

17.15.1.18. Reviews, monitors and evaluates all issues relating to the Armed Services Vocational Aptitude Battery (ASVAB) and enlistment and commissioning qualification examinations such as the Air Force Officer Qualifying Test (AFOQT).

17.15.2. For the DCS, this Division:

17.15.2.1. Monitors force structure changes which impact on personnel or training to ensure that DP concerns are represented in the planning process and develops, in concert with AF/DPP, enlisted strength adjustment programs.

17.15.2.2. Serves as FP on mid- and near-term enlisted force structure issues and develops objective personnel structures for the enlisted Total Force within peacetime, mobilization, and wartime environments. In concert with the Air National Guard and Air Force Reserve, develops personnel structure to aid Reserve Force managers at all levels to ensure an effective personnel program.

17.15.2.3. Serves on the Personnel Evaluation Group which prioritizes enlisted personnel programs for submission in the POM.

17.15.2.4. Serves as FP for all Personnel mid- and near-term policies related to Acquired Immune Deficiency Syndrome (AIDS).

17.15.2.5. Manages and serves as Chairperson of the Enlisted Force Management and Planning Committee.

17.15.3. For the Directorate, this Division:

17.15.3.1. Evaluates and staffs all program proposals and decisions for impact on the active duty enlisted force.

17.15.3.2. Serves as FP on mid- and near-term enlisted force structure programs.

17.15.3.3. Develops issue papers related to Congressional hearings, markups, and committee deliberation pertaining to enlisted force matters.

17.15.3.4. Reviews and ensures that audits, inspection reports, GAO reports and Congressional inquiries on enlisted personnel force structure and management issues involving the active and Air Reserve enlisted forces are accurate and that Air Force responses are consistent with total force policy and objectives.

17.15.3.5. Serves as FP for release of mid- and near-term enlisted inventory projection information.

17.16. Force Management Division (AF/DPXF). The Force Management Division:

17.16.1. As Air Staff OPR, this Division:

17.16.1.1. Develops and issues Air Force total force military personnel standards and policies concerning officer and airmen procurement (includes enlistment and commissioning). Staffs and coordinates officer and airmen procurement policies established by the ANG and AFRES to ensure consistency with the active force policies.

17.16.1.2. Develops and controls overall Air Force military advertising and recruiting program budget through Congressional review (active force only).

17.16.1.3. Prepares the Military Personnel Procurement Resources Report for the Total Force Recruiting Budget.

17.16.1.4. Develops, establishes, and controls enlistment, and commissioning standards for the active force. Staffs and coordinates enlistment, and commissioning standards for the ANG/AFRES to ensure total force compatibility.

17.16.1.5. Establishes accession policy for the active force. Staffs and coordinates ANG and AFRES accession policies to ensure effective utilization when mobilized.

17.16.1.6. Develops Air Force policies for new accession manpower flow at mobilization.

17.16.1.7. Assists AF/DPP in developing annual procurement objectives for minority officer and enlisted accessions (active force only).

17.16.1.8. Develops, updates and issues, by AFSC, a statement of active airman trained personnel requirements (TPR) that identifies projected training and retraining required to maintain the active airman force at manning levels needed to support the Air Force mission.

17.16.1.9. Coordinates all aspects of, and oversees the active officer force TPR. Receives data for RCS: HAF-DPP(A)9368 and RCS: HAF-DPP(A)9370 for current and projected manning.

17.16.1.10. Monitors and coordinates, as appropriate, on actions related to procurement, retention, promotion, separation, and other related personnel actions that may impact on the officer and enlisted forces.

17.16.1.11. Determines Air Force-wide airman retraining requirements by AFSC and develops retraining programs to balance skills.

17.16.1.12. Analyzes and monitors conversion estimates. Conversions of AFSCs are estimated for those specialties involved in indirect conversions based on data provided in classification system change proposals. These conversion estimates are used to aid in determining future requirements in the TPR process and assist all personnel within DPXF in the management of their programs.

17.16.1.13. Manages the active force Selective Reenlistment Bonus (SRB), Enlistment Bonus (EB) and Special Duty Assignments Pay (SDAP) programs to include policy formulation, budgeting, programming, monitoring, and overall reporting. Works with ANG and AFRES staffs to develop all incentive bonus and special pay programs to assure a coordinated, consistent total force program.

17.16.1.14. Submits data related to DoDI 1300.14, *Enlisted Personnel Management Planning and Reporting*.

17.16.1.15. Establishes Career Airman Reenlistment Reservation System policy. Influences career force entries through by skill allocation of Career Job Reservations (CJR).

17.16.1.16. Manages the Chronic Critical Shortages (CCS) Skills program, to include establishment of policy and designation of skills which meet program criteria for special treatment.

17.16.1.17. Prepares and submits data for the RCS DD-MIL(A) 1616 report (required by DoDI 1304.22, *Administration of Enlistment Personnel Bonus and Special Duty Assignment Pay Programs*).

17.16.1.18. Manages the Six Year Enlistment Program. Identifies specialties eligible for six-year enlistments based on lengthy training times, course cost or skills eligible for an enlistment bonus (EB).

17.16.1.19. PEM for Air Force Academy, ROTC program, OTS programs, and Airman Education and Commissioning Program. PEM duties include monitoring budget development and execution and defending budget submissions during the Program Budget Decision cycle.

17.16.1.20. Develops and issues Air Force Total force military personnel standards and policies concerning accession, enlistment and reenlistment and coordinates airmen procurement policies established by the ANG and USAFR to insure consistency with the active force policies.

17.16.1.21. Develops Air Force policies for new accession manpower flow at mobilization.

17.16.1.22. Monitors matters related to Air Force Recruiting Service and Military Entrance Processing Command activities.

17.16.2. As Air Staff FP, this Division:

17.16.2.1. Monitors matters related to Air Force Recruiting Service and Military Entrance Processing Command activities.

17.16.2.2. Serves as FP for all mid- and near-term policy issues related to accession of men, women, and minorities in the Air Force.

17.16.2.3. Monitors and evaluates all matters pertaining to the joint recruiting advertising program and the joint market research program.

17.16.2.4. Monitors attainment of women and minority procurement objectives.

17.16.2.5. Responds to inquiries received from Congress, OSD, JCS, Air Staff, and other military and civilian agencies concerning procurement, accession, training and separation issues.

17.16.3. For the DCS, this Division:

17.16.3.1. Assists AF/DPP with strength reduction programs.

17.16.3.2. Assesses the impact of policy changes on active duty officer and enlisted force programs and adjusts the programs as necessary.

17.16.4. For the Directorate, this Division:

17.16.4.1. Reviews and evaluates accession portions of the Joint Strategic Planning Document, Defense Guidance, and other such documents impacting on accession matters.

17.16.4.2. Serves as member of the Enlisted Force Management and Planning Committee.

17.16.4.3. Develops issue papers related to Congressional hearings, markups, and committee deliberation.

17.16.4.4. As an office of collateral responsibility (OCR), this Division assists the applicable OPR in developing policies that impact career force management.

17.16.4.5. Monitors specialty changes in the Air Force Classification System, current and projected manpower authorizations changes, loss patterns, production reports, and manning levels to make sure impacts on officer and airman resources are identified and necessary adjustments are programmed.

17.16.4.6. Determines the impact that the conversion of military positions to in-service civilian or contract positions will have on officer and enlisted programs.

17.16.4.7. Determines requirements for data and reporting procedures to support the active duty officer and enlisted force programs.

17.16.4.8. Evaluates and staffs all program proposals and decisions for impact on the active duty officer and enlisted force programs.

17.16.4.9. Serves as a member of the Commissioning Education Committee.

17.16.4.10. Chairs the Minority Accessions Working Group (MAWG).

17.16.4.11. With AF/DPP, co-chairs the annual Officer Procurement Conference.

17.17. Officer Policy Division (AF/DPXO). The Officer Policy Division:

17.17.1. As Air Staff OPR, this Division:

17.17.1.1. Acts as the Air Force OPR for all officer short-term and intermediate planning activities, including the development of appropriate planning documents, e.g. Total Objective Plan for Line Officers (TOPLINE). Monitors action plans/strategies emanating from planning documents and conferences to ensure they are meeting officer goals. Assists AF/REP & NGB/DP in development of personnel programs affecting the Total Force officer force structure.

17.17.1.2. Reviews DoD, Joint Staff (JS), and Air Force planning, programs, guidance, and documents for consistency, with Air Force officer personnel planning and policy objectives.

17.17.1.3. Acts as OPR for preparation and submission of officer portion of the annual Personnel Plan.

17.17.1.4. Serves as OPR for rated inventory projection process. Assists AF/XOOT in developing undergraduate flying training rates for the POM, Budget Estimate Submission (BES), and the President's Budget. Includes, if necessary, justification of the undergraduate flying training rates to OSD, Office of management and Budget (OMB), and Congressional staffs.

17.17.1.5. Develops, reviews, and modifies Air Force promotion policies and procedures for the active forces. Staffs and coordinates ANG/AFRES policies and procedures for the promotion of officers to ensure Total Force compatibility. Obtains Secretarial approval of promotion programs, guidance, criterion, policies, and procedures for selecting and promoting officers. Also develops policy regarding frocking and monitors requests to frock personnel.

17.17.1.6. Prepares and submits reports required by DoDI 1320.13, *Defense Officer Promotion Reports (DOPRs) and Procedures*.

17.17.1.7. Develops Air Force policies and procedures concerning Regular Appointments, Indefinite Reserve Status (IRS) and Selective Continuation. Sets Air Force policies for officer Active Duty Service Commitments (ADSC) and Specified Period of Time Contracts (SPTC). Establishes and obtains Secretarial approval of annual programs to meet officer career force requirements.

17.17.1.8. Develops and evaluates legislation pertaining to the promotion of active and ANG and AFRES officers, Regular augmentation, continuation of officers on active duty, separations, separation pay, and women in the Air Force issues.

17.17.1.9. Establishes policies and procedures for the Officer Evaluation System: Officer Performance Report, Promotion Recommendation Form, and Performance Feedback Worksheet.

17.17.1.10. Sets policies and procedures for the officer official photographs.

17.17.1.11. Develops and issues utilization policy for officers, to include Classification policy, assignment policy, and the Officer Professional Development (OPD) program. Obtains Chief of Staff and/or Secretarial approval of utilization programs, guidance, criterion, policies and procedures.

17.17.1.12. Sets assignment policy concerning the Officer Voluntary Assignment System and exchange programs.

17.17.1.13. Develops and issues separation and retirement policy for officers through the grade of colonel. Obtains Secretarial approval of separation/retirement (to include drawdown) programs, guidance, criterion, policies.

17.17.1.14. Sets policy for separation incentive programs (VSI/SSB/early release/Early Retirement) and involuntary separation programs (SERB and RIF).

17.17.1.15. Serves as OPR for Joint Officer Personnel Management (Title IV, DoD Reorganization Act of 1986).

17.17.1.16. Develops initial objectives/policies for Air Force's diversity program.

17.17.1.17. Advises AF/PE on personnel matters during Officer Requirements Review.

17.17.1.18. Acts as OPR and liaison to Defense Advisory Committee on Women in the Services (DACOWITS) and sets policy for all women in the Air Force.

17.17.2. For the DCS, this Division:

17.17.2.1. Monitors force structure changes which impact on officer management to ensure that DP concerns are represented in the planning process. Coordinates with AF/DPP on actions necessary to adjust personnel programs.

17.17.2.2. Serves as DCS FP on rated and nonrated officer inventory projections and requirements issues and all officer force structure issues. OPR for rated officer utilization policies. Assists AF/XOOT to develop rated management policy.

17.17.2.3. Develops for DCS/Personnel issue papers related to Congressional hearings, markups, and committee deliberation which affect officer management.

17.17.2.4. Develops, in concert with AF/DPP, strength reduction programs.

17.17.2.5. Coordinates on nomination lists and propriety of promotion cases.

17.17.2.6. Serves as FP for the Defense Acquisition Workforce Improvement Act. Overseas position integrity, neutrality, reporting and appraisal review. DP FP for officer acquisition personnel policies.

17.17.2.7. Responsible for the personnel submission during the Officer Requirements Review.

17.17.2.8. Serves as the DCS FP for the Defense Officer Personnel Management Act and alternative future officer management programs and legislation.

17.17.3. For the Directorate, this Division:

17.17.3.1. Reviews and evaluates officer management portions of the Joint Strategic Planning Document and Defense Guidance.

17.17.3.2. Reviews Statements of Operational Needs (SONs), Operational Requirements Documents (ORDs), and Statements of Capability (SOCs) concerning the officer force for the Directorate.

17.17.3.3. Reviews and ensures that audits, inspection reports, GAO reports, Public Affairs inquiries, and Congressional inquiries on officer management issues involving the active and Air Reserve Forces are accurate and that Air Force responses are consistent with Total Force policy and objectives.

17.17.3.4. Serves as Directorate OCR for Acquisition Officer Management (SAF/AQ is OPR).

17.18. Executive Services (AF/DPZ). Executive Services:

17.18.1. Monitors the classified and unclassified correspondence control effort for AF/DP to include logging, suspending, distributing, and tracking the status of all actions and correspondence assigned/distributed to the deputate.

17.18.2. Oversees the AF/DP security program to include proper storage, handling, and dissemination of classified material, the maintenance of all SCI related actions, and issuance of parking/property passes.

17.18.3. Controls the AF/DP temporary duty (TDY) budgets, and non-appropriated fund allotments.

17.18.4. Provides all required control actions pertaining to Freedom of Information Act (FOIA) requests for AF/DP.

17.18.5. Serves as the AF/DP FP for civilian personnel actions including overtime allotments, classification and training, strength, and manpower review.

17.18.6. Oversees the acquisition of supplies and equipment, and maintains accountability for items listed on AF/DP account 0030.

17.18.7. Acts as AF/DP FP for military personnel functions to include Personnel Concept III (PC-III), inprocessing/outprocessing, awards, OPR/EPR processing, duty rosters, leave accounting, unit strength, weight/physical fitness programs, and safety program.

17.18.8. Acts as AF/DP liaison for all administrative matters pertaining to the Air Force Military Personnel Center and the Air Force Civilian Personnel Management Center.

17.18.9. Serves as AF/DP FP for all Officer Management Level Evaluation Boards (MLEB).

17.18.10. Acts as AF/DP FP for Management Level (ML) Intermediate Service School and Senior Service School nominations.

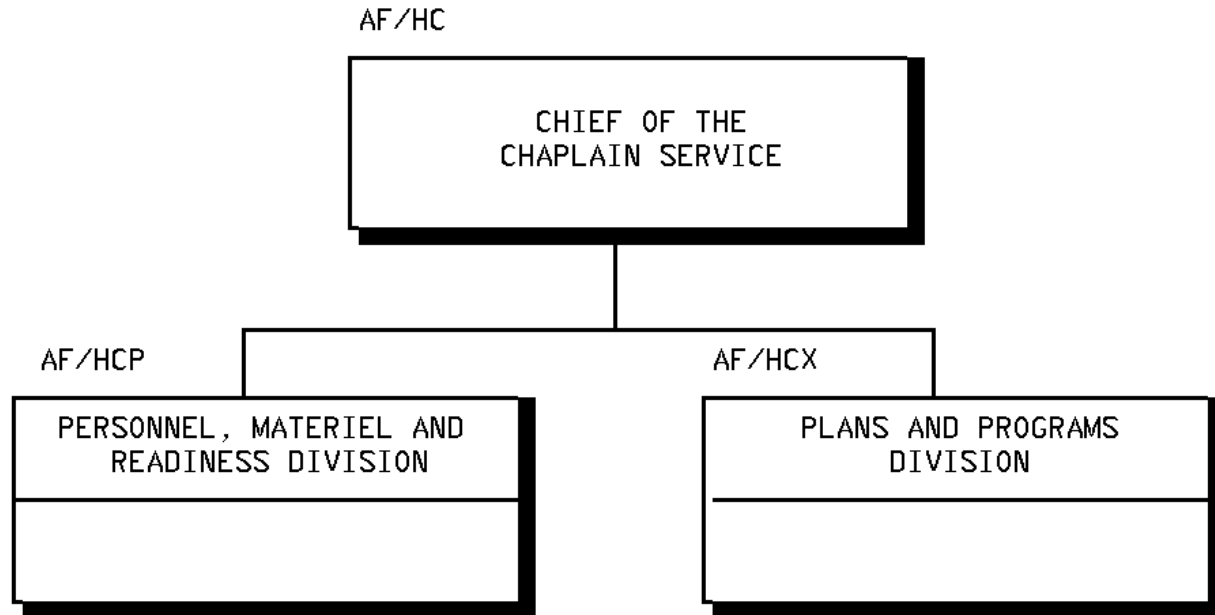
17.18.11. Controls and coordinates all manpower actions affecting the Unit Manpower Document (UMD) and UMPR.

17.18.12. Acts as the AF/DP FP for information management programs such as records management, information collections and reports, and official mail distribution.

Chapter 18

**CHIEF OF THE CHAPLAIN SERVICE
(AF/HC)**

Figure 18.1. Organization Chart for the Chief of Chaplains.



18.1. Chief of the Chaplain Service (AF/HC). The Chief of Chaplains is responsible to the Chief of Staff on matters pertaining to the religious, ethical and quality of life concerns of Air Force personnel. The Chief of Chaplains:

18.1.1. Determines requirements and prepares plans, policies, and programs to promote religious and moral welfare throughout the Air Force.

18.1.2. Is the single manager of Air Force chaplains.

18.1.3. Establishes and maintains cooperative relationships with the ecclesiastical endorsing agencies representing the religious denominations of America.

18.1.4. Serves as a member of the Armed Forces Chaplain Board, Office of the Secretary of Defense (OSD), and as liaison officer with the Chiefs of Chaplains of Allied Nations.

18.1.5. Plans, researches, develops and initiates professional program support, financial management and administrative procedures to support Chaplain ministry in the Air Force.

18.1.6. Is the functional manager of the 893XO, Chaplain Service Enlisted Support Personnel, career field.

18.1.7. Sponsors the Executive Chapel Management Council which advises the Chief of Chaplains on all matters pertaining to the enlisted Chaplain Service Support personnel.

18.1.8. Is the liaison with the Air Force Personnel Center (AFPC) on all matters pertaining to the utilization of enlisted Chaplain Service personnel including recommendations for assigning Chapel Management Superintendents and other key enlisted personnel.

18.1.9. Provides guidance in training procedures to the Chapel Management School in addition to evaluating procedures and tools to be used in the dual channel Enlisted Specialty Training (EST) program.

18.2. Personnel, Materiel and Readiness Division (AF/HCP). The Personnel, Materiel and Readiness Division as Air Staff Office of Primary Responsibility (OPR):

18.2.1. Develops policies, plans, and procedures related to chaplain service personnel.

18.2.2. Serves as member of those advisory and study groups of the Armed Forces Chaplain Board which concern matters of personnel, manpower and reserve affairs.

18.2.3. Prepares requirements, policies, and procedures for chaplain procurement, manpower allocations, promotions, separations, indefinite reserve status, regular Air Force augmentation, and other related actions involving chaplains and enlisted Chaplain Service Support personnel.

18.2.4. Maintains working relationships with ecclesiastical endorsing agencies.

18.2.5. Determines denominational chaplain requirements and procurement policies and programs.

18.2.6. Develops regulations, policies, and procedures for the budget, fiscal, materiel, facility, logistics, and nonappropriated fund support of the Air Force Chaplain Service.

18.2.7. Develops functional criteria for chapel facilities; approves plans and monitors construction; and supervises acquisition, use and disposal of chapel facilities.

18.2.8. Develops plans and policies for materiel development, standardization, requirements, and use.

18.2.9. Is responsible for fiscal, materiel, and facility matters on advisory and study groups of the Armed Forces Chaplain Board.

18.2.10. Manages the Air Force Chaplain Fund and Insurance Program.

18.2.11. Develops policies, regulations, and procedures for local chaplain program financial support and operation of nonappropriated chaplain funds.

18.2.12. Justifies the authorization and suitability of religious facilities and materiel requirements to all review agencies.

18.3. Plans and Programs Division (AF/HCX). The Plans and Programs Division as Air Staff OPR:

18.3.1. Develops policies, regulations, and program guidance for religious worship, sacramental ministrations, pastoral counseling, religious education, moral leadership training, religious missions, spiritual retreats, humanitarian projects, religious cultural activities, audiovisual materials, and chapel organizations. Writes, reviews, and evaluates Air Force regulations and manuals about the chaplain function.

18.3.2. Develops policies for religious education programs and coordinates these policies with other services.

18.3.3. Is a member of advisory and study groups of the Armed Forces Chaplain Board.

18.3.4. Determines policies for professional publications and public relations materials for use in the chaplain program.

18.3.5. Maintains liaison with religious groups for selection of resource persons for conferences and workshops.

18.3.6. Replies to inquiries from White House, Congressional, and Air Staff religious and civic sources.

18.3.7. Develops policies for the chaplain portion of the United States Air Force (USAF) war, readiness and disaster plans.

18.3.8. Coordinates with other services to establish chaplain professional standards.

18.3.9. Develops policies and procedures for USAF Chaplain Historical Program.

18.3.10. Develops all evaluation criteria for chapel program including statistical reports.

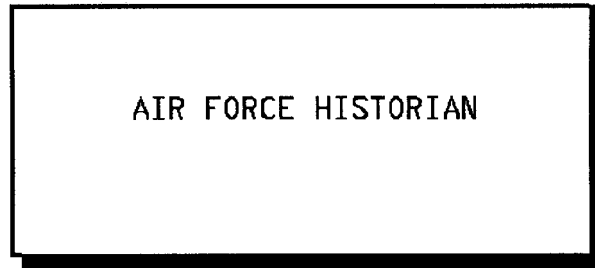
18.3.11. Develops policies for continuing education and training of chaplains and chapel management personnel.

18.3.12. Develops policies for training and mobilization of Reserve Forces and Air National Guard Chaplains.

Chapter 19
AIR FORCE HISTORIAN
(AF/HO)

Figure 19.1. Organization Chart for the Air Force Historian.

AF/HO



19.1. Air Force Historian (AF/HO). The Air Force Historian establishes policy for, directs, and administers the Air Force Historical Program.

19.1.1. The Air Force Historian, as Office of Primary Responsibility (OPR):

19.1.1.1. Establishes policy for and directs the operations necessary to create and preserve a thorough record of Air Force activity.

19.1.1.2. Establishes policy for and directs the establishment and operations of command and other field history programs.

19.1.1.3. Establishes policy for and directs a program for publishing books, monographs, studies, and other works documenting the history of the Air Force and examining the history of air power in general for distribution within the Air Force, to other Government agencies, and to the public.

19.1.1.4. Oversees compilation of the annual history of the Air Staff, preparation of historical monographs and staff studies for the Air Staff, and provision of such other historical services to the Air Staff as needed.

19.1.1.5. Ensures the establishment and efficient operation of an archive to preserve Air Force historical documents and provide research assistance to those researching those documents.

19.1.1.6. Establishes policy for and directs the operations of the Center for Air Force History and the Air Force Historical Research Agency.

19.1.1.7. Establishes policy for and oversees the operations of the oral history, end of tour report, and personal papers programs.

19.1.1.8. Serves as Chairman of the Historian Civilian Career Program.

19.1.1.9. Plans, programs, budgets, and allocates resources for the Office of the Air Force Historian and for program-wide activities.

19.1.1.10. Maintains liaison with the history programs of the other military services, other United States government agencies, and appropriate foreign government agencies.

19.1.1.11. Represents the Air Force at meetings of historical and other learned societies to encourage interest by educational and professional institutions in military aerospace history.

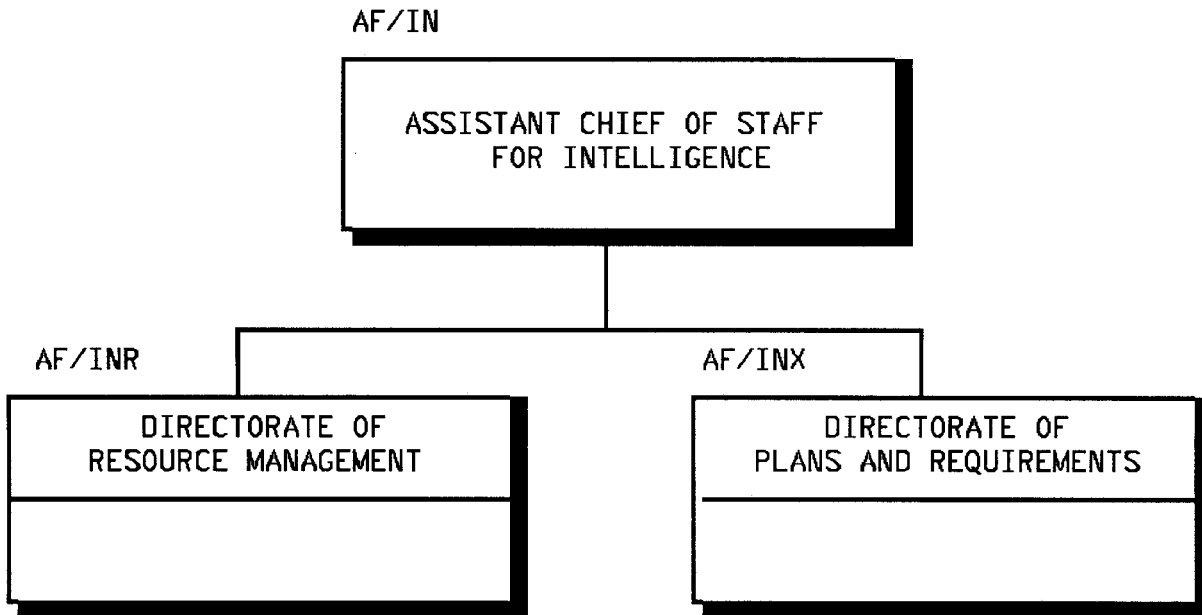
19.1.2. The Air Force Historian, as Office of Collateral Responsibility (OCR):

19.1.2.1. Prepares with HQ USAF/DP policies for managing the enlisted and civilian historians working within the Air Force Historical Program.

19.1.2.2. Prepares with SAF/AAI policies for document disposition to ensure important historical materials are preserved and policies for microfilming and retrieving documents held by the Air Force Historical Program.

Chapter 20
ASSISTANT CHIEF OF STAFF
INTELLIGENCE
(AF/IN)

Figure 20.1. Organization Chart for the Assistant Chief of Staff for Intelligence.



20.1. Assistant Chief of Staff for Intelligence (AF/IN). The Assistant Chief of Staff, Intelligence:

20.1.1. Is responsible for providing the Secretary of the Air Force, the Chief of Staff, and the Air Staff (and as required, Air Force commands and the Joint Staff) with intelligence regarding military threats to the security of the United States and its allies. This intelligence supports United States Air Force (USAF) operational planning and programming activities.

20.1.2. Takes part in preparing Joint and National Intelligence Estimates. Prepares policies and provisions of Air Staff guidance for developing, managing, and operating USAF intelligence activities and collection, processing, production, and distribution systems worldwide.

20.1.3. Manages or coordinates programming and budgetary matters for Air Force intelligence.

20.1.4. Interprets and implements national-level directives concerning security and utilization of sensitive compartmented information.

20.1.5. Is responsible for special personnel administrative actions directed by the Secretary of the Air Force.

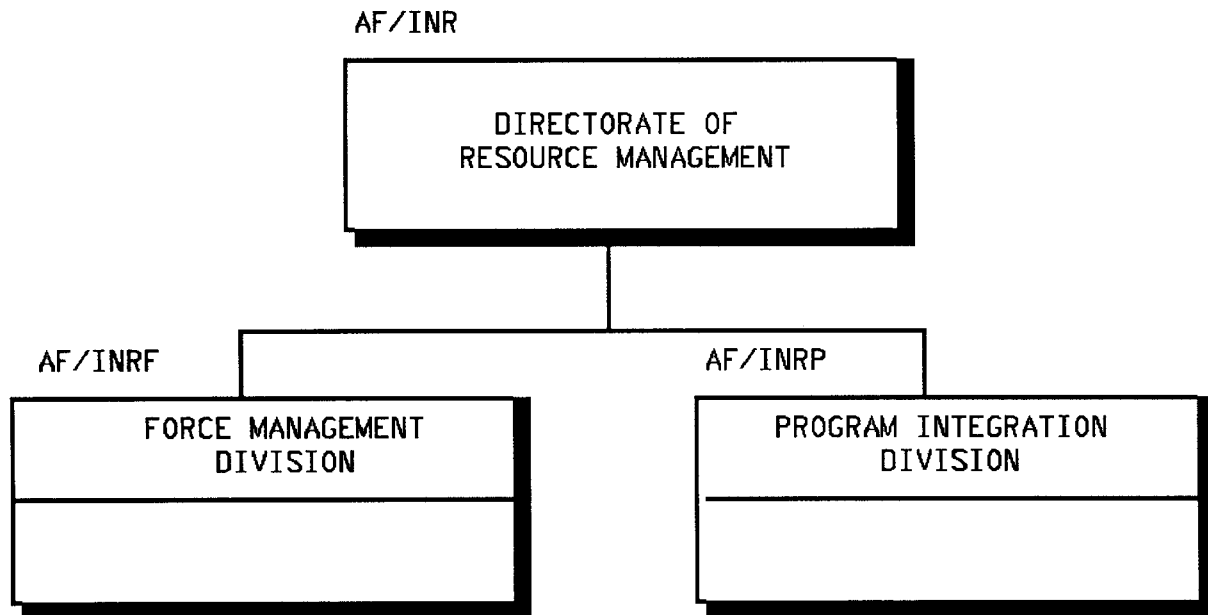
20.1.6. Assures that Air Force intelligence responsibilities charged under Executive Order 12333, US Intelligence Activities, National Security Council intelligence directives, Director of Central Intelligence directives, Department of Defense (DoD) directives, Air Force directives, and US public law are implemented.

20.1.7. Serves as the Air Force focal point (FP) for Mapping, Charting and Geodesy (MC&G) and Air Target Materials (ATM) matters, to include developing overall Air Force policy for MC&G and ATM.

20.1.8. Represents United States (US), DoD, and USAF intelligence interests on international, national, departmental, interagency or command, and Air Force committees, boards, panels, and study groups.

20.1.9. Monitors the development, procurement and management of intelligence systems and equipment and the conduct of related research, development, and test and evaluation activities.

20.1.10. Provides staff guidance and review services for substantive scientific and technical intelligence activities.

Figure 20.2. Organization Chart for the Directorate of Resource Management.

20.2. Directorate of Resource Management (AF/INR). The Directorate of Resource Management:

20.2.1. Provides advice and recommendations for overall management, development, consolidation, coordination and balancing of intelligence policy for programming and budgeting of intelligence resources through the General Defense Intelligence Program (GDIP), Consolidated Cryptologic Program (CCP) and Tactical Intelligence and Related Activities (TIARA) portion of the Air Force Program Objective Memorandum (POM).

20.2.2. Coordinates the development and final preparation of the Air Force portion of Congressional Budget Justification books for the GDIP and the CCP and the Congressional Justification book for portions of TIARA.

20.2.3. Provides primary interface with the intelligence community staff, unified and specified commands, major commands (MAJCOMs) and field operating agencies (FOAs) for intelligence resource matters.

20.2.4. Develops policy for the operation and oversight of the Air Force intelligence contingency fund.

20.2.5. Manages all Program Element Monitors (PEM).

20.2.6. Develops total intelligence force personnel policy (active-reserve, military-civilian) programs and implementation plans for the development, training and utilization of personnel to support the Air Force intelligence mission.

20.2.7. Develops policy for, and manages the Air Force Foreign Language Program.

20.2.8. Serves as the Air Force representative to DoD policy development committees and groups on intelligence foreign language management.

20.2.9. Prepares the Air Force intelligence force development plan and intelligence training architecture.

20.2.10. Coordinates development and validation of intelligence training requirements to meet intelligence operational requirements.

20.2.11. Reviews and analyzes intelligence promotions, command demographics and related career development data.

20.3. Force Management Division (AF/INRF). The Force Management Division:

20.3.1. As Air Staff office of primary responsibility (OPR):

20.3.1.1. Establishes and manages programs for the acquisition and career development of USAF officer, enlisted, and civilian personnel assigned to intelligence organizations and activities.

20.3.1.2. Monitors Air Force, DoD, and US Intelligence Community personnel policies, programs and resources in support of the ACS/I's functional manager responsibilities.

20.3.1.3. Develops the USAF Intelligence Force Development Plan on personnel assignments and career development.

20.3.1.4. Monitors the military and civilian career development programs for intelligence including the acquisition, assignment and utilization of intelligence and intelligence-related personnel, and maintains a system of records and reports. Represents USAF intelligence on the DoD Civilian Intelligence Career Development Program (ICDP) Planning Group. Evaluates and develops concepts, objectives, plans and guidance pertaining to the ICDP.

20.3.1.5. Establishes and coordinates intelligence manpower policy, guidance and force structure review procedures. Develops manpower input for the Air Force Intelligence Force Development Plan. Monitors worldwide intelligence manpower authorization data base, DoD manpower documents, and coordinates impact statement concerning intelligence manpower requirement change requests for joint and defense agencies/activities. Monitors and coordinates all actions which impact intelligence authorizations of international, joint, or DoD activities.

20.3.1.6. Monitors authorization and distribution of military grades throughout the Intelligence Community.

20.3.1.7. Develops and coordinates policy, consistent with Air Force Personnel policy, for life-cycle programs concerning USAF intelligence personnel and the Civilian Intelligence Personnel Management System (CIPMS).

20.3.1.8. Monitors USAF interests for DoD level training programs.

20.3.1.9. Prepares and coordinates the Intelligence Training Architecture for incorporation into the Air Force Intelligence Force Development Plan and the Air Force Intelligence Plan.

20.3.1.10. Provides oversight of the USAF Recognition Materials Products Program.

20.3.1.11. Represents USAF on the national Cryptologic Training System Policy Council and General Intelligence Training Council on matters affecting Intelligence Community personnel programs.

20.3.1.12. Develops and coordinates policy for USAF Foreign Language Program.

20.3.2. For the ACS/Intelligence:

20.3.2.1. Coordinates with and assists Senior Intelligence Officers (SIOs) and provides policy to the Personnel community on the selection, assignment and career development of USAF intelligence military personnel.

20.3.2.2. Reviews across-the-services and Defense/Joint activities personnel documents for potential ACS/I-level issues. Develops coordinated ACS/I policy on Joint/Defense/Departmental personnel issues and assesses their effect on Air Force intelligence personnel programs.

20.3.2.3. Provides continuous review of key intelligence positions worldwide and identifies patterns to ensure the greatest opportunity for career broadening and development. Coordinates with SIOs and the Personnel community for the most effective distribution of selected intelligence personnel among key intelligence positions.

20.3.2.4. Provides guidance for the preparation and submission of efficiency, fitness, and effectiveness reports.

20.3.2.5. In conjunction with Air Force Military Personnel Center (AFMPC), provides guidance to SIO staffs on programs related to career development, including but not limited to education and training, career broadening assignment, etc.

20.3.2.6. Provides continuous review and analysis of the civilian ICDP. Interacts and coordinates policy and action items with AF/DPC. Represents USAF intelligence on the DoD Civilian ICDP Planning Group. Serves as OPR for the Air Force Civilian ICDP Board.

20.3.2.7. Administers the worldwide USAF Intelligence Awards Program.

20.3.2.8. Performs force structure reviews of intelligence activities to ensure optimal allocation of manpower authorizations.

20.3.2.9. Provides broad policy recommendations and macro-oversight for manpower and organizational matters that affect Air Force intelligence staffs, units, and activities.

20.3.2.10. Reviews Joint Manpower Programs of all activities reporting to or through the Joint Chiefs of Staff (JCS) to ascertain impact on Air Force Intelligence authorizations. Prepares and coordinates appropriate ACS/I position concerning manpower authorization adjustments.

20.3.2.11. Prepares the annual General Officer Manning and Position Review Report and the Colonel Requirements Review Board documentation.

20.3.2.12. Prepares and coordinates the annual Rated Requirements Review.

20.3.2.13. Evaluates, coordinates, and proposes Intelligence organizational structures, including preparation of proposed change requests for submission to the servicing manpower office for approval according to AFI 38-101, *Air Force Organization*.

20.3.2.14. Directs and coordinates occupational surveys relating to the intelligence and intelligence-related career force.

20.3.2.15. Reviews, coordinates, and submits mission and function statements for the Air Staff intelligence directorates to the servicing manpower office for approval and publication in AFPAM 38-102, *Department of the Air Force Organizations and Functions (Chartbook)*, IAW manpower regulations and AF/PE guidance.

20.3.2.16. Serves as FP for policy matters concerning life-cycle management of Air Force intelligence personnel within the US Intelligence Community to include quantity, quality, and source of accessions, initial classification and training, career development and utilization, sustainment and separation.

20.3.2.17. Develops and coordinates policy on and for foreign intelligence training.

20.3.2.18. Serves as OPR for the Intelligence Force Issues Committee (IFIC) and the CIPMS Air Force Advisory Group.

20.3.2.19. Manages Air Force Intelligence education and training programs and acts as FP for AF/IN participation in the associated General Officer Steering Committee.

20.3.2.20. Serves as FP for Air Force intelligence personnel, education, and training programs and activities.

20.3.2.21. Represents the ACS/I at/on interagency, DoD, and departmental conferences, committees, and working groups concerning intelligence personnel, force management issues, foreign language and area specialist issues.

20.3.2.22. Establishes and coordinates policies, objectives, and criteria for all Air Force intelligence education and training programs and activities.

20.3.2.23. Makes recommendations on the release of intelligence training material to foreign governments.

20.3.2.24. Validates and coordinates advanced academic degree, professional military education, and other intelligence-related education requirements.

20.3.2.25. Originates or contributes to Air Force directives, manuals, or other regulatory and doctrinal material impacting on USAF intelligence force policy and training to include manpower and personnel mobilization plans and policy. Develops plans, policies, standards and procedures for the DoD and Air Force implementation of CIPMS.

20.3.2.26. Develops and/or coordinates USAF intelligence manpower, personnel, and training initiatives, and incentives designed to promote viability of intelligence support to operators and commanders.

20.3.2.27. Represents the ACS/I on all Air Force intelligence training.

20.3.3. For the Directorate:

20.3.3.1. Provides continuous review and analyses of total intelligence force utilization, promotions, command demographics, and related career development data. Coordinates the required update of career development guidance based upon these reviews and analyses.

20.3.3.2. Provides representation to the Information Systems Review Board (ISRB).

20.3.3.3. Coordinates on planning, programming, and budgeting matters relating to Air Force intelligence personnel programs including procurement, training, and education.

20.4. Program Integration Division (AF/INRP). The Program Integration Division:

20.4.1. As Air Staff OPR, this Division:

20.4.1.1. Is responsible, as Air Staff intelligence functional manager, for overall management, development, consolidation, coordination and balancing of intelligence policy for programming and budgeting of intelligence resources through the GDIP, CCP and TIARA.

20.4.1.2. Administers preparation and submission of the Air Force intelligence portion of the General Defense Intelligence Proposed Program (GDIPP), the required input to the CCP and supports AF/PE and SAF/FMB in preparation of the POM and Budget Estimate Submission (BES).

20.4.1.3. Coordinates the development of final preparation of the Air Force portion of Congressional Justification Books (CJB) for the GDIP and the CCP, and the CJB for portions of TIARA and the Tactical Cryptologic Program (TCP).

20.4.1.4. Consolidates, edits, formats and coordinates responses and appeals to congressional questions, recommendations and decisions pertaining to intelligence programs for which AF/IN is Air Force functional manager.

20.4.1.5. Holds responsibility for resource execution of approved intelligence requirements reprogramming actions and unfunded requirements.

20.4.1.6. Provides primary interface with National Foreign Intelligence Program (NFIP) managers, Intelligence Community Staff (ICS), unified and specified commands, and MAJCOM/FOA intelligence activities for intelligence resource matters.

20.4.1.7. Manages Air Force program elements of the CCP, the TCP, intelligence support to electronic combat (EC) and designated elements of the GDIP.

20.4.2. For the ACS/I, this Division:

20.4.2.1. Provides AF/IN primary representative to the Operating Budget Review Committee (OBRC).

20.4.2.2. Develops and provides policy recommendations on AF/IN programs and budget estimates.

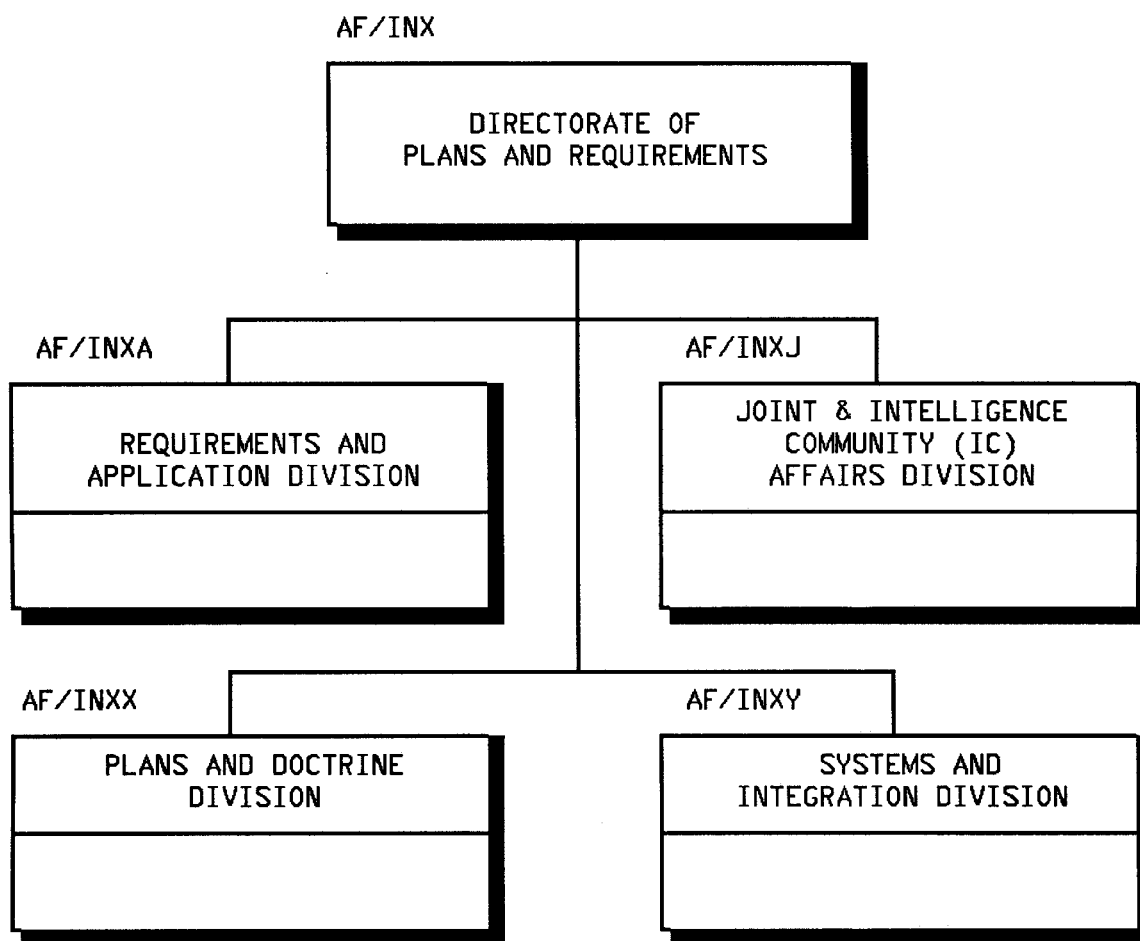
20.4.2.3. Reviews programs and budgets for fiscal integrity to ensure balanced submissions consistent with higher-level guidance and Air Force priorities.

20.4.2.4. Provides inputs, as required, and monitors preparation and submission of GDIP, CCP and TIARA portions of Command, Control, Communications and Intelligence (C3I) Annex to the POM.

20.4.2.5. Monitors status of intelligence programs during budget execution to assist in identifying and making recommendations for appropriate reallocation/reprogramming actions.

- 20.4.2.6. Serves as AF/IN coordinator for planning, programming, and budgeting activities, as well as requirements associated with program management.
- 20.4.2.7. Coordinates aspects of USAF program elements, including TIARA, for which other Air Staff offices have prime responsibility.
- 20.4.2.8. Provides programming and budgeting expertise and advice in support of Intelligence Related Activities (IRA) programs for which AF/IN is OPR, e.g., Tactical Air Intelligence Systems (TAIS) training, Tactical Reconnaissance Imagery Exploitation (TRIE), and intelligence research and development.
- 20.4.2.9. Consolidates and coordinates program and budget data calls to MAJCOM and FOA activities.
- 20.4.2.10. Is the point of contact (POC) for DoD program and budget issue papers and program decision memorandums.
- 20.4.2.11. Is the POC for intelligence manpower resource requirements in both NFIP and non-NFIP intelligence programs.
- 20.4.2.12. Serves as AF/IN FP for USAF Audit Agency, Defense Audit Service, General Accounting Office (GAO) reports and reviews of intelligence budgets and financial plans by USAF, Defense Intelligence Agency (DIA), DoD, and Office of Management and Budget (OMB).
- 20.4.2.13. Provides policy advice and monitors administration of Intelligence Contingency Funds (ICF). Is the OPR for AFI 14-101, *Intelligence Contingency Funds*.
- 20.4.2.14. Acts as POC for policy and programming matters related to TIARA.
- 20.4.2.15. Performs cross-plan, cross-program, and cross-discipline analyses of intelligence systems.
- 20.4.2.16. Acts as FP for Internal Control Review Activities.
- 20.4.3. For the Directorate, this Division:
- 20.4.3.1. Serves as the FP for all programming and budgeting matters.
- 20.4.3.2. Provides programming and budgeting expertise and assistance to AF/INR Priorities Review Group (PRG), to include production of program rankings, analysis and coordination.
- 20.4.3.3. Advises and assists Director in ICF management.
- 20.4.3.4. Provides programming and budgeting assistance to all AF/INR PEMs.

Figure 20.3. Organization Chart for the Directorate of Plans and Requirements.



20.5. Directorate of Plans and Requirements (AF/INX). The Directorate of Plans and Requirements:

20.5.1. Develops policy for signals intelligence (SIGINT), imagery intelligence (IMINT), human intelligence (HUMINT), measurement and signature intelligence (MASINT), and intelligence data handling systems (IDHS).

20.5.2. Provides intelligence policy for Air Force testing and evaluation.

20.5.3. Establishes Air Force intelligence policy for the Tactical Exploitation of National Capabilities (TENCAP) program.

20.5.4. Establishes policy for Air Force participation in defense intelligence production.

20.5.5. Establishes policy for intelligence support to weapons systems.

20.5.6. Establishes policy for the foreign materiel program.

20.5.7. Establishes policy for matters relating to mapping, charting and geodesy and Air Force target intelligence.

20.5.8. Establishes policy for intelligence oversight.

20.5.9. Negotiates and provides guidance on establishment of Air Force intelligence exchanges with foreign air forces.

20.5.10. Develops intelligence doctrine and reviews and evaluates joint/service doctrine for applicability of intelligence support.

20.5.11. Plans intelligence support to arms control treaty monitoring, counterdrug activities, special operations, low intensity conflict and base ground defense.

20.6. Requirements and Application Division (AF/INXA). The Requirements and Application Division:

20.6.1. As Air Staff OPR, this Division:

20.6.1.1. Develops policy for Air Force participation in Defense Intelligence production and applications. Articulates continuing requirement for Service intelligence capabilities for applications support at force planning and execution levels.

20.6.1.2. Coordinates the establishment of standards and regulations affecting Air Force production and applications capabilities.

20.6.1.3. Assists in the development and implementation of Air Force policy on intelligence production requirements, resources and products for each intelligence discipline. Oversees policies affecting the management of Air Force production assets.

20.6.1.4. Recommends policy and coordinates collaborative efforts in ensuring intelligence support to the weapons system acquisition process.

20.6.1.5. Monitors, coordinates, and provides policy guidance on Scientific and Technical Intelligence production by USAF intelligence agencies. Assesses the resource implications from centralized tasking.

20.6.1.6. Oversees and collaborates on policy issues related to database development and production. Reviews and coordinates on the development of current and future target databases.

20.6.1.7. Plans, coordinates, and exercises policy and control of USAF target intelligence activities.

20.6.1.8. Acts as POC for coordinating and standardizing development and production of target materials.

20.6.1.9. Provides Air Force representation on target and mapping, charting and geodesy (MC&G) issues for DoD, national and international organizations' conferences, symposia, groups and committees.

20.6.1.10. Assesses/validates the functional and technical targeting requirements on new systems and of policies, operations, plans, Mission Needs Statements (MNSs), Operational Requirement Documents (ORDs), PMDs, etc.

20.6.1.11. Provides targeting policy review and coordination on the Non-Nuclear Consumables Annual Analysis (NCAA).

20.6.1.12. Updates AFI 14-207, *Air Force Targeting*, as required.

20.6.1.13. Develops, coordinates, and reviews policies and positions on issues that relate to MC&G.

20.6.1.14. Establishes Air Force position on product specifications for new or modified MC&G and geographic materials, data and services.

20.6.1.15. Directs and conducts assessments and evaluations of the utility and quality of information. Services new or modified MC&G and other geographic materials and other product lines provided by the Defense Mapping Agency (DMA) and DIA.

20.6.1.16. Coordinates on the development and application of intelligence collection, exploitation and dissemination systems to support targeting, MC&G, general military and S&Tg intelligence production.

20.6.1.17. Oversees and monitors the development and application of civil remotely sensed imagery to Air Force requirements, to include the policies and collection, processing, storage, exploitation and dissemination.

20.6.1.18. Issues 14-series USAF directives as required.

20.6.1.19. Manages Air Force intelligence participation in foreign materiel acquisition program and coordinates the exploitation phase.

20.6.1.20. Assesses production and application requirements for measurement and signature intelligence data.

20.6.1.21. Directs USAF Applications of Intelligence Support to EC, including electronic warfare (EW), C3 countermeasures (C3CM) and suppression of enemy air defense (SEAD) disciplines.

20.6.2. For the ACS/I, this Division:

20.6.2.1. Serves as program monitor for USAF support from the DMA for MC&G issues and products. Serves as FP for AF/IN with DMA on Service issues.

20.6.2.2. Represents functional interests at meetings of Service, Joint and/or Director of Central Intelligence councils, boards, panels, conferences and other forums.

20.6.2.3. Directs ongoing assessment of the responsiveness of DMA and DIA to USAF new or modified MC&G requirements.

20.6.2.4. Manages intelligence aspects of the electronic warfare integrated reprogramming (EWIR) concept, the EC Roadmap and the Air Force Plan for Intelligence Support to EC.

20.6.2.5. Guides intelligence applications of EC system acquisition and operational activities.

20.6.3. For the Directorate, this Division:

20.6.3.1. Develops, recommends, reviews, and coordinates Air Staff, Joint Staff, unified and specified commands, and defense agency plans, programs, documents, policies and positions that relate to targeting and MC&G issues.

20.6.3.2. Interfaces with counterparts in DoD and other Services concerning activities impacting on USAF intelligence production and applications capabilities.

20.6.3.3. Acts as Functional POC for joint and foreign country targets training.

20.6.3.4. Provides MC&G and targeting policy review on both officer and enlisted manpower, personnel, and training issues.

20.6.3.5. Is the POC for theater targeting architectures and development of joint/combined targeting doctrine and concepts for Air Force and unified and specified commands.

20.6.3.6. Reviews Air Force acquisition systems documentation as necessary to identify MC&G requirements and to ensure MC&G and geographic program impacts are adequately addressed and whether the intelligence infrastructure considerations have been considered.

20.6.3.7. Advocates Air Force interests relating to the Advanced Cartographic Applications Program, Project 2851 and PE 63726F. Provides program monitorship for the program execution. Reviews and comments on all program documentation and recommends program management direction.

20.7. Joint and Intelligence Community (IC) Affairs Division (AF/INXJ). The Joint and Intelligence Community (IC) Affairs Division:

20.7.1. As Air Staff OPR, this Division:

20.7.1.1. Receives and tracks joint and IC issues assigned to the AF/IN or that have Air Force intelligence equities.

20.7.1.2. Develops and coordinates Air Force responses to joint and IC matters consistent with Air Force intelligence policy.

20.7.2. For the ACS/I, this Division:

20.7.2.1. Is the single FP for and advisor to the ACS/I for joint and IC matters.

20.7.2.2. Is responsible for functional matters related to the JCS, National Security Council (NSC), National Foreign Intelligence Board (NFIB), National Foreign Intelligence Council (NFIC), Military Intelligence Board (MIB), and Intelligence Management Coordination Group (IMCG) activities.

20.7.2.2.1. Is the POC for joint matters and provides guidance on development of AF/IN responses to Joint Staff, JCS and NSC papers sent to AF/IN for primary action or coordination.

20.7.2.2.2. Evaluates, at their inception, all joint actions being addressed within the Air Staff; determines extent of intelligence interest or participation; and assigns AF/IN monitor responsibility.

20.7.2.2.3. Is the representative at Planner's meetings conducted by the Joint Staff. Represents the ACS/I at Chief of Staff and Operations Deputy or Deputy Operations Deputy's pre-meeting briefings and debriefings, and other meetings as required.

20.7.3. For the Directorate, this Division:

20.7.3.1. Coordinates on proposed Air Force positions concerning joint matters on which primary action is being taken by other agencies or offices.

20.7.3.2. Tracks implementation status of JCS directives with Air Force intelligence interest.

20.8. Plans and Doctrine Division (AF/INXX). The Plans and Doctrine Division:

20.8.1. As Air Staff OPR, this Division:

20.8.1.1. Develops and coordinates policy on foreign intelligence relationships and assistance programs.

20.8.1.2. Develops intelligence doctrine and reviews and evaluates joint/service doctrine for applicability of intelligence support.

20.8.1.3. Develops or recommends changes to legislative proposals and executive orders relating to intelligence matters.

20.8.1.4. Develops policy for Air Force Intelligence Oversight program.

20.8.1.5. Represents USAF on the North Atlantic Treaty Organization (NATO) Intelligence Interservice Working Party, Military Standing Group, and Continuity of Government (COG) committees and panels.

20.8.1.6. Provides Air Force representation on intelligence matters pertaining to the Joint Strategic Planning Systems.

20.8.1.7. Plans intelligence support to low intensity conflict, air base ground defense, and arms control treaty monitoring.

20.8.1.8. Develops and publishes the Air Force Intelligence Plan and supporting planning documents for the various intelligence disciplines, functional support areas, and mission categories.

20.8.1.9. Conducts Air Force long-range planning for intelligence systems requirements, acquisition and employment.

20.8.1.10. Applies planning architectures on intelligence disciplines, mission areas, application, management, information systems and dissemination to ensure responsive intelligence in peace, crisis and war.

20.8.1.11. Plans intelligence support to counterdrug activities.

20.8.2. For the ACS/I, this Division:

20.8.2.1. Evaluates MAJCOM, FOA, or other agency intelligence doctrinal, regulatory, and planning material for adherence to USAF intelligence policies and doctrine.

- 20.8.2.2. Provides policy and oversight for mission responsibilities and organizational matters that affect Air Force intelligence staffs, units and activities.
- 20.8.2.3. Represents the ACS/I on interagency, DoD, and departmental conferences, committees, and working groups.
- 20.8.2.4. Ensures command, control, communications and computer reporting matters are consistent with intelligence policy; staffs related concepts, policy objectives, and planning documentation.
- 20.8.2.5. Monitors Inspector General reports of US Air Force intelligence activities to ensure the legality, propriety, and compliance with executive orders and DoD policy; supports the ACS/I's membership responsibilities on the Air Force Intelligence Oversight Panel; fulfills other responsibilities outlined in AFR 123-3, *Intelligence Oversight*.
- 20.8.2.6. Is the FP for intelligence participation in the Air Force Inspector General's Functional Management Inspection (FMI) program.
- 20.8.2.7. Acts as FP for intelligence planning and support for USAF Special Operations Forces (SOF) and Low Intensity Conflict (LIC) matters.
- 20.8.2.8. Manages intelligence support to USAF rationalization, standardization, and interoperability planning.
- 20.8.2.9. Prepares and maintains the Intelligence portions of the Air Force War and Mobilization Plan (WMP).
- 20.8.2.10. Prepares inputs for doctrine, concepts, plans and policies in support of joint intelligence elements and activities.
- 20.8.2.11. Monitors intelligence planning and programming initiatives for the strategic, tactical, and mobility mission areas.
- 20.8.2.12. Develops and coordinates intelligence aspects of wartime and contingency plans with JCS, unified and specified commands, and Air Force activities in support of the Joint Operational Planning System (JOPS); OPR for intelligence portions of the Air Force War and Mobilization Plan, intelligence unit type codes (UTCs), Time Phase Force Deployment Data (TPFDD), Force Sizing Exercise (FORSIZE) and Manpower Requirements Exercise (MANREQ).
- 20.8.2.13. Develops and staffs selected international intelligence standardization initiatives; monitors USAF compliance with such international agreements.
- 20.8.2.14. Prepares policy for USAF aerospace environmental measuring and sampling activities.
- 20.8.2.15. Manages non-threat related intelligence participation in Air Force-wide Mission Area Analysis and related activities.
- 20.8.2.16. Develops AF/IN positions on improved intelligence support to combat operations, in coordination with other Services, USAF, and DoD agencies.
- 20.8.2.17. Is the FP for Air Staff review and coordination of Air Force collateral intelligence contacts and agreements with foreign governments and international organizations.
- 20.8.2.18. Evaluates and develops recommendations for intelligence terminology.
- 20.8.3. For the Directorate, this Division:
- 20.8.3.1. Interfaces with counterparts in DoD and other services concerning activities impacting on USAF intelligence plans, policies, and doctrine.
- 20.8.3.2. Develops concepts, plans and programs to ensure that essential intelligence is provided to support combat mission planning at all tactical echelons.
- 20.8.3.3. Is the FP for planning and evaluating actions relating to all joint, departmental, and unified and specified command plans, and related exercises that have aerospace intelligence implications.

20.9. Systems and Integration Division (AF/INXY). The Systems and Integration Division:

20.9.1. As Air Staff OPR, this Division:

20.9.1.1. Validates requirements for developing, acquiring, integrating and applying intelligence collection systems. Manages USAF intelligence collection resources.

20.9.1.2. Justifies and defends requirements for USAF processing, exploitation, production and dissemination of technical/measurement and signature data and imagery data.

20.9.1.3. Develops policy for the Air Force HUMINT program and ensures responsiveness to USAF needs.

20.9.1.4. For intelligence collection systems, evaluates current system capabilities and recommends modification requirements to satisfy information needs and enhance survival in hostile environments.

20.9.1.5. Evaluates USAF and USAF-related intelligence collection plans and provides collection systems support to satisfy USAF command information requirements. Ensures effective flow of intelligence between Air Force commands.

20.9.1.6. Prepares intelligence portion of program management directives.

20.9.1.7. Provides intelligence policy for Air Force testing and evaluation.

20.9.1.8. Establishes Air Force intelligence policy for the TENCAP program.

20.9.1.9. Develops security classification guidance and security procedures for specific reconnaissance programs, special technical intelligence collection programs and special HUMINT programs.

20.9.1.10. Interfaces with the Central Intelligence Agency (CIA) or DIA for the provision of imagery release and disclosures to foreign officials.

20.9.1.11. Controls and administers sensitive special collection projects sponsored by AF/IN.

20.9.1.12. Represents the USAF on international, national, interagency DoD, interservice, joint, Air Staff, and command committees, subcommittees, and working groups in all matters affecting intelligence collection, processing, exploitation, and dissemination to include electronic combat (EC).

20.9.1.13. Represents the US on the combined Imagery Reconnaissance and Interpretation (IRI) and Reconnaissance Equipment and Materials (REM) Working Groups of the NATO Military Agency for standardization and the Standardization Coordinating Committee Working Party 80.

20.9.1.14. Provides technical sensor analysis/support to the US delegation in support of OPEN SKIES negotiations. Support includes analysis of the entire image chain from collection to exploitation.

20.9.1.15. Chairs DoD NFIP Softcopy Steering Committee which establishes policy, provides oversight and guidance and validates requirements for the Services and DIA national softcopy systems.

20.9.1.16. Directs the USAF policy for all EC intelligence data releases for foreign military sales (FMS).

20.9.1.17. Has collateral responsibility for development of EC, EW, and C3CM policy, doctrine and acquisition strategy.

20.9.1.18. Prepares Air Force intelligence inputs to Air Force operational requirements.

20.9.1.19. Interfaces with CIA, DIA and National Security Agency on intelligence matters, technology development, resource allocation and mission tasking.

20.9.2. For the ACS/I, this Division:

20.9.2.1. Validates requirements for and manages USAF intelligence collection systems.

20.9.2.2. Develops policy for collection, progressing, exploitation, and applications support to satisfy USAF MAJCOM information requirements to ensure that specific collection and exploitation systems interface with MAJCOM intelligence activities.

20.9.2.3. Directs technical evaluation of Air Force collection processing, exploitation, and dissemination systems.

20.9.2.4. Reviews and staffs selected proposals for Air Force intelligence operations, projects and activities and coordinates them as appropriate.

20.9.2.5. Assists in ensuring that specific collection and exploitation programs interface with other Air Force intelligence activities.

20.9.2.6. Assists AF/XO in advising the Chief of Staff and Joint Staff on the operational readiness of reconnaissance units.

20.9.2.7. Acts as the FP for the Defense Reconnaissance Support Program and Air Reconnaissance Support Program.

20.9.2.8. Evaluates ongoing and planned intelligence systems to ensure they are optimized for interoperability and integration with other intelligence systems and with the overall command, control, and communications network.

20.9.2.9. Performs cross-program and cross-discipline analysis of intelligence systems; recommends employment concepts, priorities and trade-offs for intelligence systems.

20.9.2.10. Develops requirements and recommendations for integrated intelligence reconnaissance systems capabilities.

20.9.2.11. Guides Air Force intelligence participation and support for matters concerning national and tactical interfaces.

20.9.2.12. Is the FP for space-related activities.

20.9.2.13. Provides intelligence support for the development of EC operational intelligence requirements.

20.9.2.14. Manages Air Force intelligence readiness matters.

20.9.2.15. Arranges special intelligence support for exercises, special projects, demonstrations, etc., in pursuit of improved interoperability of tactical, strategic, and national intelligence systems.

20.9.2.16. Staffs Air Force SIGINT, IMINT, Technical/MASINT, HUMINT, and EC support agreements and memorandums of understanding with foreign governments and other US agencies.

20.9.2.17. Participates in the Air Force Resource Allocation Team Process. Coordinates with AF/INR to perform specific team duties which include identification, coordination, evaluation and prioritization of programs and options and to ensure a balance of capability and resources.

20.9.3. For the Directorate, this Division maintains awareness of international situations or actions which may threaten Air Force intelligence systems.

20.9.4. Other Responsibilities:

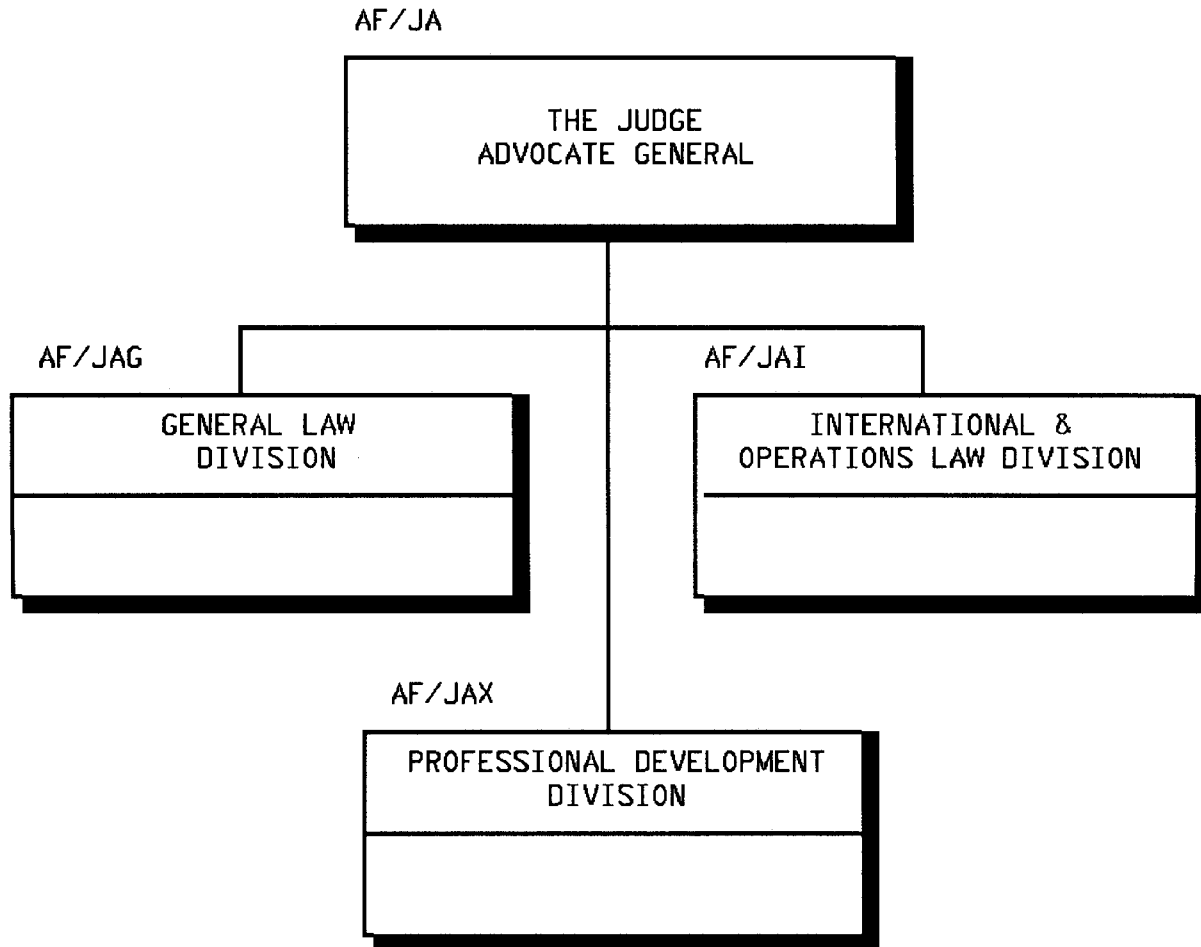
20.9.4.1. Represents Air Force intelligence with counterparts in DoD and the Services regarding intelligence programs.

20.9.4.2. Assists field commands in developing and stating requirements for intelligence systems to ensure full consideration of interoperability.

Chapter 21

**JUDGE ADVOCATE GENERAL
(AF/JA)**

Figure 21.1. Organization Chart of the Judge Advocate General.



21.1. The Judge Advocate General (AF/JA). The Judge Advocate General:

21.1.1. Furnishes legal advice, opinions, and assistance to the Chief of Staff and the Air Staff on the organization, administration, operation, personnel, and functions of the Air Force and Air Reserve Forces.

21.1.2. Is responsible for designation of qualified officers as judge advocates and certifying judge advocates as trial and defense counsel or as military judges.

21.1.3. Determines the duty assignments of judge advocates and develops plans for training, utilization, and professional development of judge advocates.

21.1.4. Supervises the provision of legal services to field commanders, Air Force Field contracting activities, and Air Force medical activities.

21.1.5. Supervises the administration of military justice throughout the Air Force under the Uniform Code of Military Justice (UCMJ), including advice to the Secretary of the Air Force in appropriate cases.

21.1.6. Prescribes requirements for continuing legal education for judge advocates and other training programs for personnel assigned to the Department.

- 21.1.7. Reviews complaints under Article 138, UCMJ, for the Secretary of the Air Force.
- 21.1.8. Establishes and enforces ethical standards in Air Force military legal practice.
- 21.1.9. Supervises the activities and curriculum of the Air Force Judge Advocate General School.
- 21.1.10. Monitors legal education programs for the Extension Course Institute and for Reserve judge advocates.
- 21.1.11. Supervises the administration of the Federal Legal Information Through Electronics (FLITE) system for the Department of the Air Force, which serves as Executive Agent for the Department of Defense (DoD).
- 21.1.12. Supervises the administration of the Air Force Trial Judiciary and the furnishing of military judges and counsel for USAF courts-martial and legal advisors for USAF administrative boards.
- 21.1.13. Supervises the handling of judicial and administrative disputes, controversies, and litigation involving the Air Force, its employees, agents, and contractors, or otherwise affecting Air Force interests.
- 21.1.14. Supervises the processing and administration of claims both for and against the Air Force, and tort claims and litigation arising out of the Air Force operations and activities.
- 21.1.15. Advises on necessity for legislation and supervises preparation of draft legislation, analysis of legislative proposals and Executive Orders, and coordination of Air Staff legislative positions.
- 21.1.16. Provides advice on Air Force international law matters, including foreign criminal and civil litigation, operations law, international agreements, arms control, foreign tax matters, overseas base closures, overseas environmental law, counter-narcotics operations, law of the sea, and air and space law.
- 21.1.17. Supervises Air Force patent, copyright, trademark and other intellectual property matters.
- 21.1.18. Supervises administration of the preventive law and legal assistance programs.
- 21.1.19. Supervises the administration of the Air Force Standards of Conduct Program.

21.2. General Law Division (AF/JAG). The General Law Division:

21.2.1. As Air Staff Office of Primary Responsibility (OPR), this Division:

- 21.2.1.1. Advises the Air Staff on legal matters pertaining to the organization, administration, operation, personnel, and functions of the Air Force and Air Reserve Forces.
- 21.2.1.2. Reviews for legality, advises and coordinates on proposed and revised directives.
- 21.2.1.3. Implements and administers the Air Force Standards of Conduct Program and monitors compliance with the financial disclosure requirements of the Ethics in Government Act.
- 21.2.1.4. Serves as OPR for AFPD 51-6, *Civil Law for Organizational Activities*; AFPD 51-9, *Civil Law for Individuals*; HOI 30-10, HOI 30-30; and AFP 110-3, *Civil Law*.
- 21.2.1.5. As Air Staff focal point (FP), reviews and recommends Secretariat (SAF) action on complaints under Article 138, UCMJ, and maintains the required public index of such complaints.

21.2.2. As Air Staff point of contact (POC), this Division:

- 21.2.2.1. Analyzes, reviews, and drafts Air Staff sponsored legislative proposals and Executive Orders, and reports thereon.
- 21.2.2.2. Serves as counsel to Air Force witnesses before Congressional committees, when requested.

21.2.2.3. Advises on reporting requirements generated by new legislation.

21.2.2.4. Reviews and advises on legal aspects of complaints against senior officers, senior officer investigations and Inspector General inquiries and investigations.

21.2.2.5. Serves as legal members of, or advisors to DoD and Air Force committees and boards, including Tri-Service Child Advocacy Group, DoD Military Pay and Allowance Committee, and the Per Diem, Travel and Transportation Allowance Committee.

21.2.3. For the Judge Advocate General, this Division:

21.2.3.1. Serves as POC for review for legal sufficiency and advises on proposed personnel actions, including administrative boards, correction of military records, promotion propriety actions, and similar actions and proceedings.

21.2.3.2. As OCR, evaluates and validates employment of consultants and experts by the Air Staff under conflicts of interest laws and directives.

21.2.3.3. Serves as FP in providing advice on legal matters involving command and doctrine, the Joint Chiefs of Staff (JCS), General Accounting Office (GAO) surveys, Armed Forces Policy Council, Air Force Aid Society, Air Force Academy, U.S. Soldiers' and Airmen's Home, general officer matters, equal employment opportunity, Privacy Act, Civil Air Patrol, and Freedom of Information Act.

21.2.3.4. Processes all legislative actions referred to AF/JA by the Office of Legislation Liaison, and reviews and coordinates on all legislative items from the Air Staff to that office.

21.2.3.5. Compiles civil law opinions for The Judge Advocate General for publication and distribution to the field.

21.2.3.6. As POC, maintains list of legislation of interest to the DoD.

21.2.3.7. Reviews and recommends disposition of appeals of reports of survey forwarded from Major Command (MAJCOM) level.

21.3. International and Operations Law Division (AF/JAI). The International and Operations Law Division:

21.3.1. As Air Force OPR, this Division:

21.3.1.1. Manages the Air Force foreign criminal jurisdiction program, that includes providing legal advisors for foreign criminal cases, monitoring foreign criminal trials of Air Force personnel, and managing the prisoner visitation program.

21.3.1.2. Manages the Air Force foreign civil litigation program. Works with the Department of Justice and monitors civil actions in foreign courts involving the Air Force to ensure that the rights of the Air Force and Air Force personnel are protected.

21.3.1.3. Reviews new weapons to ensure compliance with the Law of Armed Conflict (LOAC).

21.3.1.4. Oversees Air Force compliance with LOAC, including training as required by DoD LOAC directives.

21.3.1.5. Serves as the Air Force repository for international agreements.

21.3.2. As Air Staff OPR, this Division:

21.3.2.1. Reviews operations, and contingency and exercise plans and rules of engagement to ensure compliance with international law, including LOAC.

21.3.2.2. Advises the Air Staff on matters relating to international law, foreign law and operations law, including international agreements, arms control, foreign criminal law, foreign civil litigation, foreign tax matters, overseas base closure, overseas environmental law, exercise and contingency fiscal and procurement law, LOAC, counter-narcotics operations, law of the sea, and air and space law.

21.3.2.3. Manages the Air Force foreign tax relief program to ensure Air Force activities in foreign countries are protected from taxation in accordance with applicable agreements.

21.3.2.4. Provides legal advice on negotiation and interpretation of status of forces agreements.

21.3.3. As Air Staff OCR, this Division:

21.3.3.1. Monitors the use of LOAC scenarios in Operational Readiness Inspections.

21.3.3.2. Monitors legislative proposals relevant to the Air Force mission and Air Force operations overseas.

21.3.3.3. Provides advice and assistance to the General Claims Division on foreign claims matters.

21.3.3.4. Assists on matters regarding international security assistance and compliance with the Arms Export Control Act.

21.3.4. For The Judge Advocate General, this Division:

21.3.4.1. Reviews programs within the Department to train judge advocates in operations law, to include LOAC, exercise and contingency procurement law, exercise and contingency fiscal law, and resolution of counter-narcotics operations law issues.

21.3.4.2. Provides expert advice and assistance to judge advocates in the field on international and operations law matters.

21.3.4.3. Serves as POC for the Department on judge advocate and paralegal wartime planning and mobility matters.

21.4. Professional Development Division (AF/JAX). The Professional Development Division:

21.4.1. Serves as POC for the Judge Advocate General's Department with the Air Staff, Air Force Institute of Technology (AFIT), Air Force Military Personnel Center (AFMPC), AETC and AU on Judge Advocate (JA) manpower, personnel and promotions, education and training, recruiting, and civilian personnel policies and issues.

21.4.2. Formulates judge advocate personnel and manpower policies.

21.4.3. Serves as OPR for AFI 51-102, *The Judge Advocate General's Department*; AFI 51-101, *Judge Advocate Accession Program*; and AFI 36-2855, *Judge Advocate General Awards*, and office of collateral responsibility (OCR) for portions of numerous USAF directives pertaining to training, civilian personnel, active duty service commitments, and the judge advocate competitive category.

21.4.4. Accesses and assigns judge advocates per direction of The Judge Advocate General.

21.4.5. Conducts programs to recruit judge advocates, including the worldwide field recruiting program.

21.4.6. Manages judge advocate education and training programs, including the Master of Laws (LL.M) Program, Funded Legal Education Program (FLEP), Excess Leave Program (ELP), and short course continuing legal education training for judge advocates.

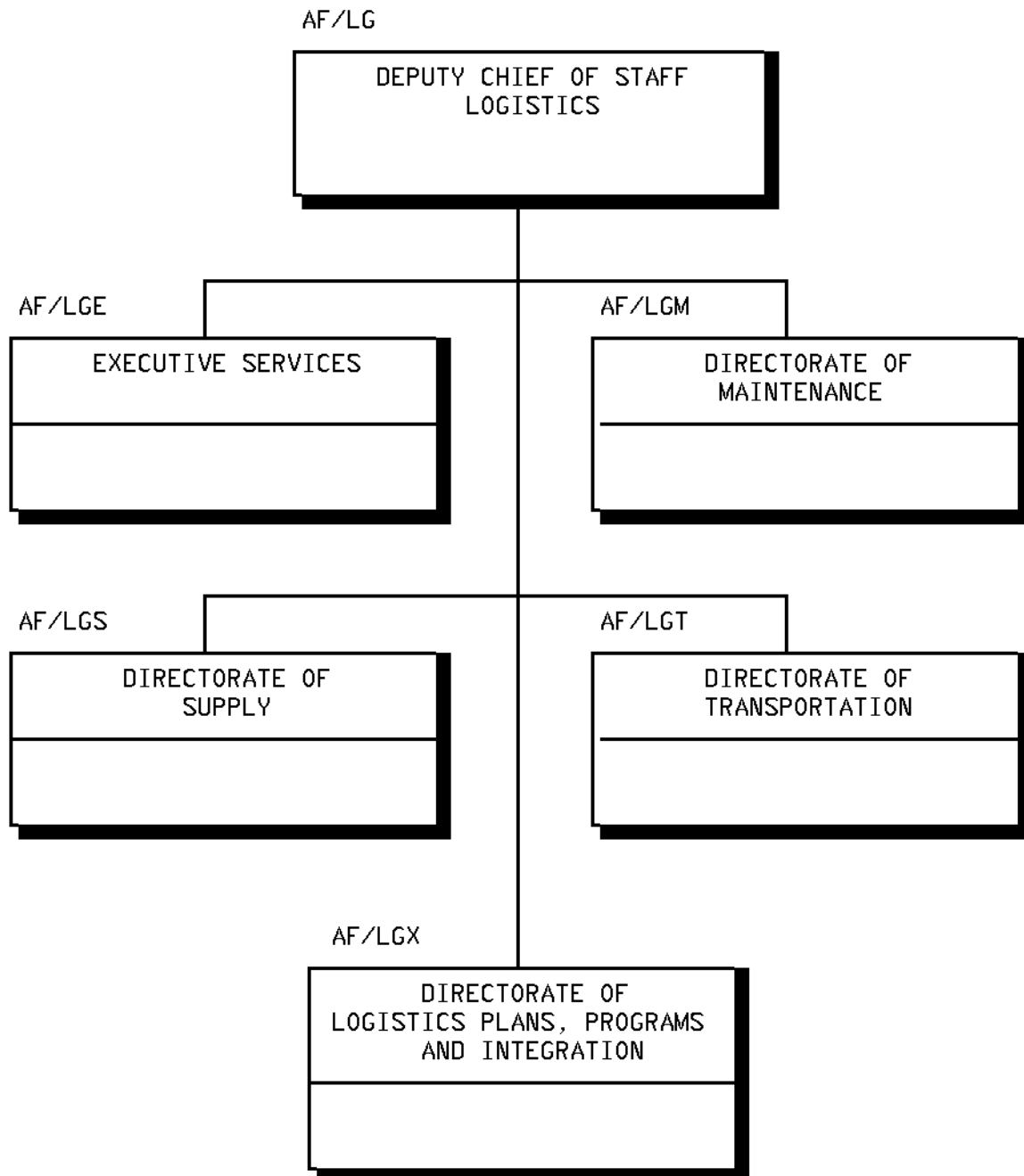
21.4.7. Administers the designation and certification of judge advocates and reviews the qualifications of civilian attorneys.

21.4.8. Administers The Judge Advocate General's Annual Awards Program.

Chapter 22

DEPUTY CHIEF OF STAFF
LOGISTICS (AF/LG)

Figure 22.1. Organization Chart for the Deputy Chief of Staff for Logistics.

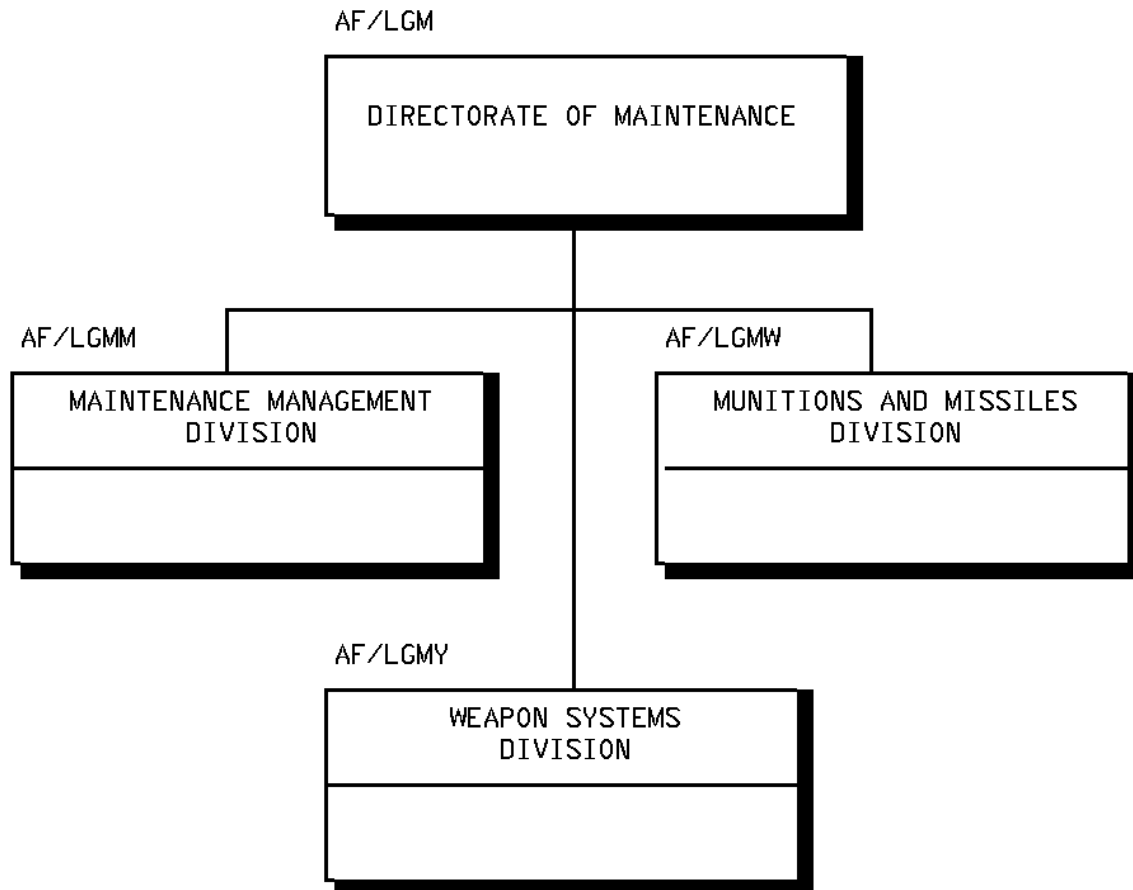


22.1. Deputy Chief of Staff for Logistics (AF/LG). The Deputy Chief of Staff (DCS) for Logistics:

- 22.1.1. Directs worldwide management of Air Force combat logistics support.
- 22.1.2. Determines Air Force logistics requirements, directs budget submission preparation, and provides justification through all review levels.
- 22.1.3. Directs logistics war planning, programming, and execution.
- 22.1.4. Formulates Air Force logistics programs, policy, and procedures for weapon systems to include supply, maintenance, transportation, and logistics plans.
- 22.1.5. Provides direct oversight of weapons acquisition process through joint Army/Navy/Air Force general officer review groups.
- 22.1.6. Deals directly with Air Force, Office of the Secretary of Defense (OSD) Assistant and Deputy Assistant Secretaries, key Joint Chiefs of Staff (JCS) Directors, presidential appointees, and Major Command (MAJCOM) commanders.
- 22.1.7. Is a member of the Air Force Council, Defense Management Resources Executive Group, Air Force Advisory Group with Rand Corporation, Executive Resources Board, the Acquisition Professional Development Council, and the Joint Logistics Council. Acts as Chairman, Army and Air Force Exchange Service Board of Directors.
- 22.1.8. Has a manpower authorization under Title 10, United States Code, Section 265, for an Assistant for Reserve Affairs. The incumbent in this position assists and advises the DCS and Directors, and administers/prepares policies, plans, programs, and regulations affecting Air Force Reserve personnel assigned to the DCS.

22.2. Executive Services (AF/LGE). The Executive Services:

- 22.2.1. Performs quality control to ensure that the staff complies with specified administrative procedures and directives as they apply to correspondence and messages to appropriate office for action or information.
- 22.2.2. Is responsible for the routing and referral of correspondence and messages to the appropriate office for action or information.
- 22.2.3. Establishes, controls, and monitors suspense actions on all correspondence.
- 22.2.4. Receives and dispatches official correspondence and messages (both classified and unclassified) and mail (including certified and registered).
- 22.2.5. Is responsible for unit personnel functions to include in-processing/out-processing, military awards and decorations, OER/EPR processing, duty title changes, rating official changes, military leave accounting, unit strength documentation, weight control/fitness program, civilian appraisals, time and attendance, and the summer hire program.
- 22.2.6. Manages the AF/LG Copier Program. Budgets, approves, provides maintenance, and monitors all copier usage.
- 22.2.7. Reviews and processes all requests for telephone service.
- 22.2.8. Reviews and processes all requests for facility services to include painting, construction, electrical work, and carpet replacement.
- 22.2.9. Is the official Customer Account Representative (CAR) for publications and forms for AF/LG.
- 22.2.10. Serves as the focal point (FP) for all special reports; e.g., audit, General Accounting Office (GAO), FMI, and SAMI.

Figure 22.2. Organization Chart for the Directorate of Maintenance.**22.3. Directorate of Maintenance (AF/LGM).** The Directorate of Maintenance:

22.3.1. Develops and implements Air Force policy and planning for all facets of aircraft maintenance (base and depot), communications-electronic equipment maintenance, missiles (tactical and ICBMs), munitions (conventional and nuclear), space systems logistics support, and support equipment (SE) in support of assigned weapon systems.

22.3.2. Establishes maintenance policy pertaining to the Air Force Two Level Maintenance and Lean Logistics.

22.3.3. Establishes maintenance policies for personnel and manpower training issues.

22.3.4. Is responsible for logistics matters associated with the Strategic Arms Limitation Talks (SALT), Intermediate Nuclear Forces Treaty (INF), and Conventional Forces in Europe Reduction Talks (CFE). Primary logistics interface with MAJCOMs in supporting State Department directed actions in support of the referenced treaties.

22.3.5. Serves as logistics FP on the Air Staff for Nuclear Weapons Council Standing Committee matters as directed by the Assistant to the Secretary of Defense for Atomic Energy (ATSD/AE). Provides central direction and guidance to MAJCOMs and Field Operating Agencies (FOAs) on all matters relating to these functions in support of worldwide Air Force operations.

22.3.6. Develops and monitors cooperative military agreements and wartime host nations support for the lines of communications that augment and support contingency deployment of U.S. Forces.

22.3.7. Under 10 U.S.C. 1021, a manpower authorization is included for an Air National Guard Affairs advisor who assists in actions affecting logistics support of Air Reserve Forces. Maintains close liaison with the National Guard Bureau (NGB), AFRES, MAJCOMs, and other Headquarters United States Air Force (HQ USAF) agencies to ensure effective support of Air Reserve Force requirements. Serves as NGB representative on the Resource Allocation Process. Sits on SECAF AFR Forces Policy Committee.

22.3.8. Sponsors the Weapon System Program Assessment Review (WSPAR) to the Chief of Staff of the Air Force (CSAF) for systems in acquisition and provides oversight to the weapon system master planning process.

22.4. Maintenance Management Division (AF/LGMM). The Maintenance Management Division:

22.4.1. As Air Staff office of primary responsibility (OPR), this Division:

22.4.1.1. Establishes maintenance management policies and concepts for the Air Force to ensure required degrees of readiness and effectiveness are maintained.

22.4.1.2. Establishes maintenance management policies and criteria for depot maintenance workloading, interservicing, posture planning manpower, and facilities.

22.4.1.3. Establishes policy for specialized maintenance programs such as:

22.4.1.3.1. Oil Analysis Program (OAP).

22.4.1.3.2. Corrosion Control.

22.4.1.3.3. Non-destructive inspection (NDI).

22.4.1.3.4. Metrology/Calibration.

22.4.1.3.5. Aircraft Battle Damage Repair programs (ABDR).

22.4.1.3.6. Painting and markings for aircraft and equipment.

22.4.1.4. Establishes maintenance policy necessary for Air Force implementation of Integrated Logistics Support (ILS) to include:

22.4.1.4.1. Interim Control Support (ICS).

22.4.1.4.2. Contractor Logistics Support (CLS).

22.4.1.5. Establishes policy pertaining to use of Engineering and Technical Services. Provides surveillance over the worldwide Engineering and Technical Services Program, i.e., Air Force and Contractor Engineering and Technical Services (AFETS and CETS).

22.4.1.6. Establishes policy pertaining to Air Force maintenance awards and manages those award programs.

22.4.1.7. Serves as the functional manager for maintenance management information systems and co-chairs the all MAJCOM Core Automated Maintenance System (CAMS) and the Reliability and Maintainability Information System (REMIS) Control Boards. Serves as functional manager for Depot Maintenance Management Information System (DMMIS), Joint Computer-Aided Acquisition and Life Cycle Support (JCALS), and Joint Engineering Data Management Information Control System (JEDMICS).

22.4.1.8. Serves as maintenance manpower FP for all Air Force aircraft maintenance.

22.4.1.9. Serves as career field manager for maintenance and communications-electronics AFSCs.

22.4.1.10. Serves as AF/LG OPR for Base Realignment and Closure.

22.4.1.11. Serves as AF/LG environmental manager. Develops LG environmental policy.

22.4.1.12. Serves as AF/LG representative to the Department of Defense (DoD) Pollution Prevention Committee.

22.4.1.13. Co-chairs the Air Force Pollution Prevention subcommittee to the Air Force Environmental Protection Committee.

22.4.1.14. Serves as the functional manager for aircraft maintenance officers and enlisted career fields in aircraft and communication-electronics (C-E) maintenance. Establishes training policy for those career fields and chairs Maintenance Training Advisory Groups (MATAGs).

22.4.1.15. Establishes and manages technical order management policy and chairs the Centralized Technical Order Management (CTOM) Committee.

22.4.1.16. Establishes maintenance policy for support of C-E systems.

22.4.1.17. Establishes policy for the Air Force modification program.

22.4.1.18. Serves as the program element monitor (PEM) for development efforts involving common SE.

22.4.1.19. Sponsors and chairs the USAF Aerospace Ground Equipment Support Working Group.

22.4.1.20. Is responsible for the Air Force Two Level Maintenance (2LM) concept of operation.

22.4.1.21. Establishes maintenance policies regarding the Air Force Two Level Maintenance concept.

22.4.1.22. Ensures required readiness and mission effectiveness are maintained.

22.4.1.23. Oversees all phases of planning as it relates to 2LM including:

22.4.1.23.1. Implementation planning.

22.4.1.23.2. Programming planning.

22.4.1.23.3. Mobility requirements planning.

22.4.2. As Air Staff office of collateral responsibility (OCR), this Division:

22.4.2.1. Participates in joint operational planning activities, providing the maintenance perspective.

22.4.2.2. Coordinates on Command maintenance organizational structure waiver requests.

22.4.2.3. Coordinates on and evaluates operational plans.

22.4.2.4. Evaluates new operational concepts.

22.4.2.5. Coordinates on and evaluates Mission Needs Statements (MNS) and Operational Requirements Documents (ORDs).

22.4.2.6. Participates in the preparation and review of policy and procedures supporting the DoD Pollution Prevention Program, Hazard Abatement Program, Waste Minimization/Material Substitution and Hazardous Material/Waste Training programs.

22.4.2.7. Participates in the Modification Review Group.

22.4.2.8. Serves as a member of the Acquisition Policy Review Team.

22.4.2.9. Participates in the modular avionics program, providing the maintenance/logistics perspective.

22.4.2.10. Participates in the development and review of policy and procedures for the Acquisition Professional Development Program (APDP).

22.4.2.11. Coordinates on and evaluates policy, plans, and management actions involving computer/software resources.

22.4.2.12. Reviews and coordinates on acquisition programmatic documents including program management directives (PMD) and other acquisition program information to ensure maintenance planning factors have been adequately addressed in the program.

22.4.2.13. Reviews and coordinates on non-acquisition related programmatic documents such as Program Change Requests (PCR), Program Budget Decisions (PBD), and beddown plan changes to ensure maintenance factors are fully assessed.

22.4.2.14. Participates in joint operational planning activities, providing the 2LM perspective.

22.4.2.15. Coordinates on issues from other logistics functional disciplines which impact 2LM to include:

22.4.2.15.1. Supply issues such as stock funding, readiness spares and requirements computation.

22.4.2.15.2. Transportation issues such as shipment processing, funding, payment and transportation peacetime and wartime support concepts.

22.4.2.16. Evaluates and coordinates with the other Services on policies which could impact the 2LM concept.

22.4.2.17. Coordinates on and evaluates Command maintenance policies relating to 2LM.

22.4.2.18. Provides inputs to acquisition command maintenance policies relating to 2LM.

22.4.2.19. Provides inputs to acquisition managers regarding 2LM and the impacts on future weapon systems.

22.4.3. For the Deputy Chief of Staff (DCS), this Division:

22.4.3.1. Serves as the single POC for initiatives involving maintenance management concepts for aircraft, C-E, or related support systems.

22.4.3.2. Provides the primary logistics inputs to acquisition managers regarding the impact of acquisition policy and decisions on supportability.

22.4.3.3. Serves as member of Air Standardization Coordinating Committee Working Party and as the U.S. representative to the North Atlantic Treaty Organization (NATO) Cross-Servicing Working Party.

22.4.3.4. Serves as the single POC for initiatives involving the 2LM management concept.

22.4.3.5. Serves as FP for Product Management Element Board ballots and initiatives.

22.4.4. For the Directorate, this Division:

22.4.4.1. Provides representation to the Joint Cross Service Group - Depot Maintenance.

22.4.4.2. Provides inputs on and serves as the FP for coordinating MNSs and ORDs.

22.5. Munitions and Missiles Division (AF/LGMW). The Munition and Missiles Division:

22.5.1. As Air Staff OPR, this Division:

22.5.1.1. Establishes maintenance policy for support of space systems.

22.5.1.2. Establishes maintenance/logistics management policies and concepts for non-nuclear munitions, nuclear weapons/warheads, tactical and strategic missiles, associated aircraft systems munitions handling equipment, non-nuclear Munitions Product Assurance Program, and all segments of space systems (i.e., space, launch, control, user).

22.5.1.3. Formulates and issues program management directives for new nuclear munitions and for modifications to nuclear weapon systems.

22.5.1.4. Directs implementation of DoD and Air Force policy requirements/criteria for custody and accountability of non-nuclear munitions and nuclear weapons/warheads.

22.5.1.5. Establishes policy for and provides guidance on logistics movement of nuclear weapon/warheads.

22.5.1.6. Establishes policy for and provides guidance on producing, modifying, and distributing aircraft installed nuclear weapon aircraft monitor and control systems and other nuclear weapon release, ground handling, test, and training equipment.

22.5.1.7. Establishes policy for and provides guidance on emergency destruction, disablement, and evacuation of nuclear weapons.

22.5.1.8. Acts as oversight for Air Force participation in the nuclear weapon Subsystem Test Plan programs directed by OSD.

22.5.1.9. Establishes policy for Air Force Nuclear Ordnance Commodity Management (NOCM) and non-nuclear munitions operations.

22.5.1.10. Establishes policy and management concepts regarding Air Force participation in the DoD Program for Single Management of Conventional Ammunition (DoDD 5160.65, *Single Manager for Conventional Ammunition*).

22.5.1.11. Establishes policy for and provides guidance on non-nuclear munitions distribution, storage, and WRM prepositioning storage in concert with AF/LGSR.

22.5.1.12. Establishes policy for Tanks, Launcher, Racks, Adapters, and Pylon (TLRAP) distribution, storage, and WRM positioning.

22.5.1.13. Establishes Air Force requirements for munitions stockpile data and transaction reporting.

22.5.1.14. Establishes policy for and provides guidance on the Combat Ammunition System (CAS).

22.5.1.15. Provides munitions commodity management (conventional and nuclear) policy and procedures.

22.5.1.16. Establishes policy and provides guidance on logistics support of space systems including space lift vehicles, satellites, control segments, users equipment, and associated infrastructure elements.

22.5.1.17. Serves as the logistics weapon system manager for Air Force space systems and associated infrastructure.

22.5.1.18. Defends funding for space system logistic requirements at resource allocation team meetings and budget hearings.

22.5.1.19. Provides guidance on space system WSPAR process and supportability review for systems in acquisition.

22.5.1.20. Serves as Space Logistics Program Monitor on all assigned space programs, and is liaison with Air Force Space Command, Air Force Materiel Command, and logistics agencies in OSD, the Secretariat, NASA, and other Services on Space logistics matters.

22.5.2. As Air Staff OCR, this Division:

22.5.2.1. Develops, approves, and implements the Air Force role in Air Force/Department of Energy Memorandums of Agreement relating to logistics support of nuclear programs.

22.5.2.2. Establishes policy for and provides guidance on logistics support of Air Force strategic and tactical missiles.

22.5.2.3. Provides Air Staff oversight for the following:

22.5.2.3.1. Federal Supply Classes 11 (Nuclear Ordnance) and 13 (Ammunitions and Explosives) munitions allowance and expenditure directives.

22.5.2.3.2. The security, safety and inspection policies and programs that affect munitions logistics.

22.5.2.3.3. Nuclear Stockpile Memorandum.

22.5.2.3.4. Nuclear Weapon Allocation Paper and Nuclear Weapon Deployment Papers.

22.5.2.3.5. The Air Force Explosives Testing and Insensitive Munitions Development Programs.

22.5.2.3.6. Serves as Air Staff FP for munitions logistics matters pertaining to the CFE talks.

22.5.3. For the DCS, this Division:

22.5.3.1. Serves as the munitions, missiles and space functional manager for logistics and maintenance policies, manning standards, career field descriptions, recruitment policies, and formal training objectives affecting the officer and enlisted force.

22.5.3.2. Serves as Logistics Program Manager for assigned weapons and weapon systems in development and acquisition. Provides logistics guidance and oversees development to ensure newly assigned systems are logistically supported and adequately tested for reliability and maintainability.

22.5.3.3. Establishes Air Force policy for retention of excess munitions assets.

22.5.3.4. Develops the data for the Air Force nuclear weapons capabilities and equipage document for publication as a P-Series document.

22.5.3.5. Provides advisor to the DoD Nuclear Weapons Council Standing Committee on Air Force nuclear weapon issues.

22.5.3.6. Serves as the ICBM logistics representative to the SALT Treaty Task Force. Provides logistics guidance and oversees treaty development to ensure ICBM compliance procedures and taskings are logistically supportable in concert with AF/LGXX.

22.5.3.7. Serves as the logistics representative for all issues and programs concerning the INF Treaty.

22.5.3.8. Serves as the Air Staff logistics FP for Ground Launched Cruise Missile Policies and Procedures.

22.5.3.9. Provides nuclear/non-nuclear action officers on specific SAR programs.

22.5.3.10. Provides a Top Secret Control Officer.

22.5.4. For the Directorate, this Division:

22.5.4.1. Provides oversight for the following:

22.5.4.1.1. The Air Force Personnel Reliability Program.

22.5.4.1.2. The retaliatory and defensive chemical warfare programs.

22.5.4.2. Provides consultant services to OSD, JCS and other Services, and Air Staff panels, boards, working groups, and other agencies on missile and munitions logistics and EOD.

22.5.4.3. Represents the Directorate on:

22.5.4.3.1. The Nuclear Deterrence Team (Primary).

22.5.4.3.2. Combat Forces Team (Alternate).

22.5.4.4. Serves as the alternate program board member to the DoD Explosive Ordnance Disposal Program Board.

22.5.5. Other responsibilities:

22.5.5.1. Participates in Non-nuclear Munitions Safety Board activities, Seek Eagle Program reviews, Nuclear Weapon Project Officer Groups, Logistics Assessment Reviews concerning munitions. Air Force Quality Assurance Council meetings on munitions, and the DoD Ammunition Requirements and Development Committee activities.

22.5.5.2. Participates in the Nuclear Weapon Security Review Group.

22.5.5.3. Assists in developing policy for safety and security directives pertaining to nuclear and non-nuclear munitions.

22.6. Weapon Systems Division (AF/LGMY). The Weapon Systems Division:

22.6.1. As the Air Staff OPR, this Division:

22.6.1.1. Sponsors and chairs the Embedded Software Improvement Program (ESIP).

22.6.1.2. Serves as the logistics weapon system manager for Air Force aircraft, avionics, ECM, and related support systems.

22.6.1.3. Defends funding for weapon system logistics requirements at budget hearings and reviews.

22.6.1.4. Provides logistics guidance for weapon systems in acquisition to ensure they are logistically supportable.

22.6.1.5. Manages and supports Air Force aircraft propulsion and ECM systems.

22.6.1.6. Provides oversight to the Weapon System Master Planning process.

22.6.1.7. Manages the WSPAR process and logistics supportability reviews for systems in acquisition.

22.6.1.8. Serves as FP in providing guidance and assistance to MAJCOMs, Air Staff, JCS, DoD, and other federal agencies regarding technical and logistics issues in support of Air Force Weapon Systems Programs.

22.6.2. As Air Staff OCR, this Division:

22.6.2.1. Reviews and coordinates on acquisition programmatic documents including program management directives (PMDs) and other acquisition program information to ensure maintenance planning factors have been adequately addressed in the program.

22.6.2.2. Reviews and coordinates on non-acquisition related programmatic documents such as Program Change Requests (PCR), Program Budget Decisions (PBD), and beddown plan changes to ensure maintenance factors are fully assessed.

22.6.3. For the DCS, this Division:

22.6.3.1. Supports U.S. Customs in resolving logistics problems involving systems used on drug interdiction aircraft.

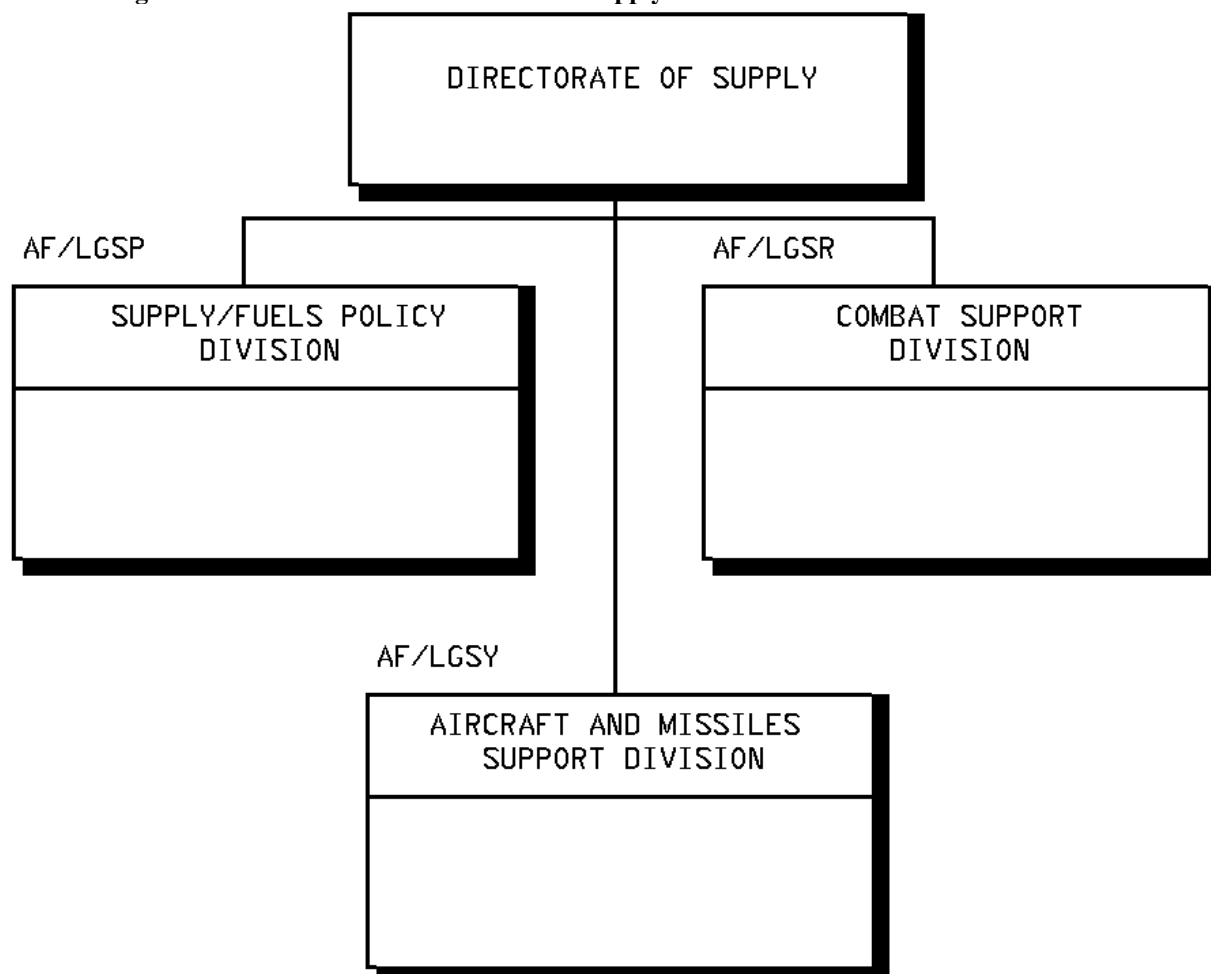
22.6.3.2. Provides support for Special Air Mission (SAM), air attaches, military group, and Military Assistance Advisory Group (MAAG) aircraft.

22.6.3.3. Reviews aircraft and missile accidents and incidents, and monitors corrective actions.

22.6.4. For the Directorate, this Division:

22.6.4.1. Coordinates with Deputy Undersecretary of the Air Force (International Affairs) to resolve support deficiencies for the sales or transfer of aircraft or subsystems.

22.6.4.2. Provides representation on the International Programming Team in order to ensure that activity in the transfer or sale of Air Force equipment or technology will not adversely impact Air Force capability.

Figure 22.3. Organization Chart for the Directorate of Supply.**22.7. Directorate of Supply (AF/LGS).** The Directorate of Supply:

22.7.1. Develops and directs logistics fiscal programs and procedures to support the Air Force.

22.7.2. Manages all logistics budget programs in the aircraft (3010) and missiles (3020) appropriations and selected aspects of the operations and maintenance (3400) appropriation (MFP VII, civilian pay, TDY, supplies, etc). Also manages the Supply arrangement and Depot Maintenance Business areas of the Defense Business Operating Fund (DBOF). Serves as appropriation manager for all of Other Procurement, Air Force (3080).

22.7.3. Develops Air Force logistics resources requirements, advocates the logistics program in the Program Objective Memorandum and justifies and defends logistics budget requests through OSD and Congressional review.

22.7.4. Develops Air Force logistics budget/program strategies, provides a single POC for logistics budget, programs, policies, and procedures, and assists in the development of concepts/programs to improve capability assessment and the programming system.

22.7.5. Reviews and coordinates on munitions inventory issues, allocations, releasability of technology, and Foreign Military Sales cases.

22.7.6. Establishes supply policies, plans, and initiatives to support Air Force active and reserve forces for peacetime and wartime operations. Policies include spares and equipment requirements determination; spares acquisition and provisioning of spares and repair parts; and receipt, storage, issue, and overall distribution of Air Force supplies.

22.7.7. Directs development and maintenance of standard automated retail and wholesale supply systems and related information management systems.

22.7.8. Establishes policy, provides guidance and maintains surveillance over procurement, distribution, storage, quality control, inventory, and accountability for petroleum, cryogenics, and missile propellants.

22.7.9. Serves as the single POC for energy program, fuels contingency plans, and fuels operating budget. Serves as a member of the Defense Energy Policy Council.

22.7.10. Provides in-house logistics analysis capability to the Directorate, the DCS, and the Air Staff.

22.7.11. Assists in the formulation and coordination of AF/LG congressional game plan.

22.7.12. Co-Chairs the Resource Allocation Materiel Team. Recommends allocation of Total Obligational Authority (TOA) assigned to the Materiel Team. Helps develop programming and resource options; oversees options development within AF/LG; assesses the readiness and sustainability impacts of the options for AF/LG, Air Force Council, CSAF, and SECAF decisions; and maintains configuration control of Materiel Team portion of the USAF program database (ABIDES). Administers the Materiel Team and serves as the team's AF/LG POC.

22.7.13. Monitors the Materiel Team allocation of TOA to ensure it is within guidance. Assesses logistics capability measures within available funding.

22.8. Supply/Fuels Policy Division (AF/LGSP). The Supply/Fuels Policy Division:

22.8.1. As Air Staff OPR, this Division:

22.8.1.1. Establishes supply policies, plans, and initiatives to support Air Force active and reserve forces for peacetime and wartime operations.

22.8.1.2. Directs functional requirements development/maintenance of standard automated retail/wholesale supply systems and related information management systems.

22.8.1.3. Establishes policy governing spares and equipment requirements determination including buying, repairing, termination, and retention.

22.8.1.4. Establishes policy, provides guidance and maintains surveillance over procurement, distribution, storage, quality control, inventory, and accountability for petroleum, cryogenics, and missile propellants.

22.8.1.5. Manages energy programs including conservation, security, and alternative vehicle fuels.

22.8.2. As Air Staff FP, this Division:

22.8.2.1. Represents the Air Force on the joint DoD study groups pertaining to supply and distribution studies.

22.8.2.2. Develops the Air Force Energy Plan.

22.8.2.3. Develops the Air Force position on joint actions involving petroleum matters.

22.8.2.4. Establishes policy for reuse or disposition of personal property resulting from realignment or closure of Air Force installations.

22.8.2.5. Performs liaison with Secretariat (SAF), OSD, JCS, Defense Logistics Agency (DLA), General Services Administration (GSA), and other DoD and Federal agencies on supply/fuels policies, plans, and programs.

22.8.2.6. Develops the Air Force position on the Memorandum of Understanding between the DoD and Department of Energy (DOE) for the disposal of low-level radioactive waste (LLRW).

22.8.3. For the DCS, this Division:

22.8.3.1. Develops supply and fuels guidance for the Air Force War Planning Process, reviews time-phased force deployment lists and coordinates unit type code changes.

22.8.3.2. Serves as the OPR for the supply and fuels supportability of contingency and war plans and related reporting of status.

22.8.3.3. Serves as the single POC for all supply and fuels manpower studies and standards development.

22.8.3.4. Initiates, reviews and coordinates supply and fuels officer and airmen training and classification actions.

22.8.3.5. Develops and directs implementation of supply program initiatives designed to improve supply system readiness in support of wartime missions.

22.8.3.6. Serves as Air Force representative on the Defense Energy Policy Council, Defense Energy Action Group, DoD Mobility Fuels Technology Coordination Group and the Military Standard Petroleum System (MILSPETS) Committee.

22.8.3.7. Directly supports the Air Force Special Assistant for Energy and the Energy Conservation Task Group.

22.8.3.8. Represents the Air Force on energy matters dealing with Deputy Under Secretary of Defense for Logistics (DUSD(Logistics)), the Department of Energy, and other Government agencies.

22.8.3.9. Develops and justifies operating program and budget estimates for the Fuels Division of the Air Force Stock Fund.

22.8.3.10. Represents the Air Force in dealing with DUSD (Logistics) on matters pertaining to spares management, cataloging (the Federal Catalog System), and inventory management/disposal (the DoD Inventory Reduction Plan).

22.8.3.11. Manages the supply and fuels awards programs.

22.8.3.12. Serves as the AF/LG representative to the USAF Radioisotope Committee (RIC).

22.8.3.13. Serves as the Air Force representative to the DoD Clothing Standardization Work Group.

22.8.3.14. Prepares replies to White House, Congressional and GAO inquiries related to assigned programs.

22.8.4. For the Directorate, this Division:

22.8.4.1. Provides representation on the Air Staff Hazardous Materials/Waste Working Group.

22.8.4.2. Develops supply policy and initiatives supporting the Air Force Pollution Prevention Program, Hazardous Abatement Program, and Waste Minimization/Material Substitution Program.

22.8.4.3. Assists in establishing supply policy for the Security Assistance Program.

22.8.4.4. Serves as an advisor to AF/LGS and for the Memorandum of Understanding between the Air Force and the Army and Air Force Exchange Service (AAFES) regarding operation of the clothing sales stores by AAFES.

22.8.4.5. Serves as a technical advisor to the Air Force Uniform Board.

22.8.4.6. Serves as advisor to the DoD Materiel Management Board.

22.8.4.7. Serves as advisor to the CIM Advisory Group (LCAG).

22.8.4.8. Chairs Weapon System Management Information System Steering Committee.

22.8.4.9. Chairs Air Force Supply Executive Board (AFSEB).

22.8.4.10. Chairs Air Force Equipment Management System (AFEMS) Modernization Configuration Control Board (CCB). Provides program oversight/guidance.

22.8.4.11. Chairs Fuels Management Steering Group (FMSG).

22.8.4.12. Chairs Fuels Career Field Enhancement Conference (FCFEC).

22.8.4.13. Chairs the Air Force Supply Chiefs Advisory Board.

22.8.4.14. Co-Chairs DoD JP-8 CONUS Conversion Planning Board.

22.8.4.15. Chairs the Air Force Stockage Policy Workgroup.

22.8.4.16. Chairs the Air Force Supply Wartime Policy Workgroup.

22.8.4.17. Chairs the Weapon System Support Workgroup.

22.8.4.18. Chairs the Air Force Supply Master Planning Workgroup.

22.8.4.19. Chairs Air Force Fuels Automated management (FAMs) Configuration Control Board (CCB). Provides program development oversight/guidance.

22.9. Combat Support Division (AF/LGSR). The Combat Support Division:

22.9.1. As Air Staff OPR, this Division:

22.9.1.1. Is the Other Procurement Air Force (OPAF/3080) and Procurement of Ammunition Air Force (PAAF/3011) Appropriation Manager (including modifications) for each of the following budget programs:

22.9.1.1.1. OPAF

22.9.1.1.1.1. Vehicular Equipment (BP 8200).

22.9.1.1.1.2. Electronics and Telecommunications Equipment (BP 8300).

22.9.1.1.1.3. Other Base Maintenance and SE (BP 8400).

22.9.1.1.1.4. Spares And Repair Parts (BP 8600).

22.9.1.1.2. PAAF to include Ammunition.

22.9.1.2. Is the budget program manager within the Aircraft Procurement Appropriation (APAF/3010) for:

22.9.1.2.1. Aircraft Common SE (BP1200).

22.9.1.2.2. War Consumables (BP1700).

22.9.1.3. Is the budget program manager within the Weapons Procurement Appropriation (APAF/3020) for Missile Replacement Equipment (BP2200).

22.9.1.4. Is responsible for overall surveillance and control of these programs as well as development and integration of program cost information, production schedules, and funds availability necessary for program execution.

22.9.1.5. Serves as PEM for the following Program Elements (PEs):

22.9.1.5.1. PE 78009F, First Destination Transportation.

22.9.1.5.2. PE 28039F, 9MM Handguns.

22.9.1.5.3. PE 41214F, Air Cargo Materiel Handling.

22.9.1.5.4. PE 72831F, Replacement Vehicle Equipment.

22.9.1.5.5. PE 72832F, Base Maintenance and SE.

22.9.1.5.6. PE 28031F, WRM - Equipment/Secondary Items.

22.9.1.6. Accomplishes the following major responsibilities for the OPAF and PAAF Appropriations, budget programs 1200, 1700 and 2200, as well as for assigned program elements:

22.9.1.6.1. Prepares, presents, and defends these programs through the Air Staff structure, OSD, OMB, and the Congress during the entire Planning, Programming, and Budgeting cycle. Prepares, presents, and defends requirements for Air National Guard and Air Force Reserve equipment as submitted on the Combined National Guard and Reserve Summary (P-1R Exhibit).

22.9.1.6.2. Evaluates and realigns current and future requirements into a balanced and defensible program based on published guidance, force structure, funding constraints, and needs of field elements.

22.9.1.6.3. Develops, controls, assembles, and submits cost data inputs for all Air Staff exercises and updates the Air Force's Force and Financial Plan.

22.9.1.6.4. Prepares, coordinates, and submits budget estimates to OSD, OMB and the Congress. For OPAF and PAAF, prepares and publishes the President's Budget Committee Staff Procurement Backup Book.

22.9.1.6.5. Prepares formal statements, support material, and fact sheets related to these budget programs for use by principal witnesses in their presentations to Congressional committees. Prepares witnesses for hearings. Serves as a backup witness as required. Writes Congressional appeals. Responds to questions for the record and prepares inserts. Edits hearing transcripts.

22.9.1.6.6. Develops applicable portions of the Air Force Program Objective Memorandum and related annexes. Responds to OSD issue papers.

22.9.1.6.7. Reviews and coordinates on Secretary of Defense (SECDEF) and SECAF/CSAF Annual Statements to the Congress for all assigned programs. Reviews and provides comments in support of the Secretariat and CSAF testimony to Congress or Fact Issue Papers.

22.9.1.6.8. Prepares formal statements, briefings, backup material, and fact sheets for presentation of submission for assigned programs throughout the PPBS process.

22.9.1.6.9. Develops, advocates, and defends resource requirements within assigned programs throughout the PPBS.

22.9.1.6.10. Monitors execution of the OPAF, PAAF, BP1200, BP1700 and BP2200 Materiel Procurement Programs in consonance with OSD targets to measure program progress and adjusts program funding as necessary to ensure timely execution of funds.

22.9.1.6.11. Establishes policies and procedures to ensure timely preparation and submission of MAJCOM and FOA requirements for OPAF, PAAF, BP1200, BP1700 and BP2200.

22.9.1.6.12. Reviews and coordinates on program cost data submitted in support of Selected Acquisition Report programs as appropriate.

22.9.1.6.13. Acts as the functional manager for common support equipment (CSE) program after a technical solution that meets user requirements has been approved for production by the user and implementing command. Also serves as the logistics FP for the Air Force Cost Analysis Improvements Group (AFCAIG) CSE cost model.

22.9.1.6.14. Serves as functional manager and programmer for Base Procured Investment Equipment. Issues budget guidance and determines MAJCOM/FOA funding allocations.

22.9.1.6.15. Reviews and coordinates applicable PMDs for logistics guidance and funding.

22.9.1.7. Provides Air Force representation on the Conventional Ammunition Working Capital Fund (CAWCF) Management Council and the associated working group. Serves as the Headquarter Air Force liaison for Single Manager for Conventional Ammunition (SMCA) issues and Joint Ordnance Commanders Group activities.

22.9.1.8. Serves as the FP for coordination with the Single Manager for Conventional Ammunition on the formulation of the Quad-Service Integrated Conventional Ammunition Procurement Plan (ICAPP) and various ammunition production base planning documents. Participates in Joint SMCA-Air Force program reviews.

22.9.1.9. Provides Air Force oversight of allocations and requirements procedures for all munitions in Federal Supply Classification Group 13 (ammunition and explosives) as well as the production and delivery of non-nuclear munitions. Co-chairs the annual munitions allocation conference and approves or delegates approval of out-of-cycle allocation requests.

22.9.1.10. Monitors the status of Standard Air Munitions Packages (STAMP) and Standard Tanks, Racks, Adapters, and Pylons Packages (STRAPP). Coordinates on requirements, reviews status and recommends suitable substitutes when primary items are not available.

22.9.1.11. Serves as the functional manager for the Tanks, Racks Adapters, and Pylons (TRAP) program (to include missile launchers). Assists in the review and development of war reserve requirements. Ensures that these requirements are programmed within BP1700. Coordinates with AF/XOF and AFMC in compiling the TRAP allocation.

22.9.1.12. FP/PEM for all Bare Base programs. Coordinates with HQ Air Combat Command (Bare Base lead command) as well as Combat Air Forces on Harvest Falcon/Eagle and Fuels Mobility SE. Manages central procurement funds for all Air Force Bare Base equipment buys as well as MAJCOM Operations & Maintenance (O&M), Military Construction (MILCON) and MILPERS funding for Bare Base. Develops and updates PMD 2054 for Mobility Equipment applicable to sustainment of fielded Air Force Bare Base systems.

22.9.1.13. Manages the Air Force Afloat Prepositioning Ship Program to include ship leasing negotiations with Military Sealift Command.

22.9.1.14. Controls vehicle authorization and inventory.

22.9.1.14.1. Serves as Air Staff OPR for TA 012 and MAJCOM Priority Buy Program, Foreign Buy Programs, alternate fuel vehicles, and the armored vehicle program; OPR for GAO, Air Force Audit Agency (AFAA), and Inspector General (IG) reports pertaining to vehicle requirements.

22.9.1.14.2. Maintains oversight of vehicle authorization ceilings and adjustments thereto; advises MAJCOMs on resolving vehicle shortages and allocation problems; represents the Air Staff on the Joint Services Procurement Coordinating Committee; assists program monitors with determining requirements; ensures Program Element (PE) requirements are coordinated with and validated by MAJCOMs; validates WRM vehicle requirements; and implements vehicle requirements procedures in DoDI 4500.36R; CFR 41; and AFPD 24-3, *Operation, Maintenance, and Use of Transportation Vehicles and Equipment*.

22.9.1.14.3. Implements vehicle loans and exchanges with other military services.

22.9.1.14.4. Works with AFOSI, OSD, JCS, and the Department of State to source appropriate armored cars to meet worldwide anti-terrorism scenarios.

22.9.1.14.5. Monitors the Congressional ceiling on passenger carrying vehicle procurement.

22.9.2. For the DCS, this Division:

22.9.2.1. Develops policies and procedures for programming equipment and logistics materiel needed to meet approved force requirements.

22.9.2.2. Develops status reports and briefings on all matters related to the budget programs and program elements managed by the Division.

- 22.9.2.3. Advises AF/LG on justification and execution of all assigned programs.
- 22.9.2.4. Issues instructions to field echelons covering any and all matters within, or relating to, the jurisdiction of the applicable program manager.
- 22.9.2.5. Responds to Congressional, GAO, DoD/Air Force IG and AFAA inquiries and reviews.
- 22.9.2.6. Processes and issues procurement authorizations to MAJCOMs and FOAs. Prepares accompanying program execution guidance. Processes and issues reprogramming documents.
- 22.9.2.7. Develops reclamation to OSD Program Budget Decisions and briefs the Air Force Budget Review Group.
- 22.9.2.8. Prepares and coordinates the Air Force portion of the National Guard and Reserve Equipment Report, an annual report to Congress on equipping policies and status for the Reserve components. Assembles data and narrative comments from the Air Staff, HQ Air Force Materiel Command, NGB, and HQ Air Force Reserve.
- 22.9.2.9. Assists in the formulation and coordination of the AF/LG POC for the preparation and processing of reports to Congress and is the AF/LG representative for prioritization of appeal issues in response to Congressional actions.
- 22.9.2.10. Serves as the logistics member of the Air Staff Posture Team and serves as the AF/LG POC for preparation, processing and coordination of Budget Program Issue Papers and Posture Hearing Issue Papers to the Air Force Issues Team in the Office of the Secretary of the Air Force (SAF/LLX).
- 22.9.2.11. Assists in the formulation and coordination of the AF/LG Congressional game plan. Coordinates the preparation of Posture Hearing Issue Papers to the Air Force Issues Team and other key study materials for the Office of Legislative Liaison in SAF/LL.
- 22.9.2.12. Coordinates the preparation of opening statements for AF witnesses before Congress and processes inserts for the record for Congressional testimony. Disseminates Congressional inquiries to appropriate OPRs and follows up to ensure suspenses are met.
- 22.9.3. For the Directorate, this Division:
- 22.9.3.1. Provides representation to the Air Staff Productivity committee. Also provides representation to the Air Force Materiel Resource Allocation Team and the Space, Nuclear Deterrence and C4I Team.
- 22.9.3.2. Executes Air Force Aircraft and Stores Compatibility Program (SEEK EAGLE) responsibilities as outlined in AFI 63-104, *The SEEK EAGLE Program*.
- 22.9.3.3. Prepares munitions inventory, production and distribution data for use in sustainability models, Commander-in-Chief's (CINCs') Preparedness Assessment Reports, and other relevant documents.
- 22.9.3.4. Reviews and coordinates on pertinent documents related to logistics support (ILS plans, Program Management Plans, etc.), Joint System Operational Requirements (JSOR) documents, Mission Need Statements and Operational Requirements Documents for all assigned programs.
- 22.9.3.5. Reviews and authorizes the release of conventional munitions from stock or production for security assistance cases and the War Reserve Support Allies (WRSA) program. Coordinates release with appropriate Air Staff offices and MAJCOMs.
- 22.9.3.6. Authors the following publications:
- 22.9.3.6.1. AFI 23-205, *Managing the Procurement Material Program* (co-author with SAF/AQX).
- 22.9.3.6.2. AFI 21-208, *Munitions Forecast, Allocation, and Buy Budget Processes*.
- 22.9.3.6.3. AFI 23-107, *Tanks, Racks, Adapters and Pylons*.

22.9.3.6.4. *AF Supplement to DoDD 4140.58, NGRER.*

22.10. Aircraft and Missiles Support Division (AF/LGSY). The Aircraft and Missiles Support Division:

22.10.1. As Air Staff OPR, this Division:

22.10.1.1. Exercises management responsibility for investment materiel within Aircraft Procurement (3010), Missile Procurement (3020), selected aspects of the Operations and Maintenance (3400) appropriation, and the Supply Management and Depot Maintenance Business areas of the DBOF.

22.10.1.1.1. Included in Appropriation 3010 is the management of replenishment spares (BP 1500), initial spares (BP1600) including spare engines, and aircraft modifications (BP1100).

22.10.1.1.2. Included in appropriation 3020 is the management of missile replenishment spares (BP2500), missile initial spares (BP2600), and missile modifications (BP2100).

22.10.1.2. Performs functional management responsibilities for selected logistics O&M programs including:

22.10.1.2.1. AFMC MFP VII, including validation of AFMC civilian manpower.

22.10.1.2.2. PEM responsibilities for various elements including AFMC ADP, Second Destination Transportation, AFMC Depot Maintenance, and Logistics Operations.

22.10.1.2.3. Sustaining Engineering.

22.10.1.2.4. Contractor Logistics Support (CLS).

22.10.1.3. Serves as the overall Air Force DBOF functional manager responsible for both operating costs and appropriated fund operations.

22.10.1.4. Assists in the defense of requirements/costs relative to Depot Maintenance and Supply Management Business areas.

22.10.1.5. Accomplishes the following major responsibilities for each of the above programs:

22.10.1.5.1. Develops, advocates, and defends logistics requirements within assigned programs throughout the PPBS process.

22.10.1.5.2. Prepares formal statements, briefings, backup material, and fact sheets in support of assigned programs throughout the PPBS process.

22.10.1.5.3. Prepares narrative justification for assigned programs to support:

22.10.1.5.3.1. Proposed new weapon system or end item programs.

22.10.1.5.3.2. Revisions to force structure or operational objectives.

22.10.1.5.3.3. JCS proposed/approved programs (e.g., Calendar Year Objective Force, etc.).

22.10.1.5.3.4. POM, Budget Estimate Submission (BES), and the President's Budget (PB).

22.10.1.5.3.5. Special studies requested by Congressional, OMB, OSD, and Air Staff agencies.

22.10.1.6. Evaluates and aligns current and future resource requirements into a balanced program based on published guidance, force structure, funding constraints, and needs of operating commands.

22.10.1.7. Assists in the development and validation of cost factors utilized in the pricing of resource requirements for Air Staff exercises and updates of the Force and Financial Plan (F&FP).

22.10.2. For the DCS, this Division:

22.10.2.1. Provides weapon systems cost estimates, acquisition baseline documents, validation of funding in Weapon System Program Assessment Reviews, and performs selected reviews for assigned programs.

22.10.2.2. Issues Procurement Authorization (PA) for assigned programs.

22.10.2.3. Develops reclaims/appeals to actions taken by review and approval agencies (OSD/OMB/Congress).

22.10.2.4. Issues instructions to field echelons covering any and all matters within, or relating to, the jurisdiction of the program manager.

22.10.2.5. Develops status reports and briefings on any and all matters within the jurisdiction of the program manager.

22.10.2.6. Maintains cognizance over management policies concerned with provisioning techniques, computation methodology, and procedures for predicting utilization and consumption of spares inventory.

22.10.2.7. Monitors wholesale and retail supply systems, and budget and financial accounting policies and procedures related to assigned budget programs.

22.10.2.8. Advises AF/LG on justification and execution of assigned programs.

22.10.2.9. Prepares replies to White House, Congressional and GAO inquiries related to assigned programs.

22.10.2.10. Provides backup witnesses to Congressional hearings on a required basis.

22.10.2.11. Reviews and justifies AFMC logistics manpower requirements for the O&M (MFP VII) appropriations, Supply Management and Depot Maintenance Business areas of the DBOF.

22.10.2.12. Develops, maintains, and operates logistics capability assessment models in support of the Planning, Programming, and Budgeting System (PPBS) which translate selected funding and inventory levels into projected weapon system capabilities.

22.10.2.13. Integrates logistics inputs to the Program Objective Memorandum (POM) in coordination with AF/LGSR, other AF/LG organizations and Headquarters Air Force Materiel Command (HQ AFMC). Prepares logistics availability and sustainability documentation. Ensures a coordinated response to logistics issues in the program/budget reviews and in the Defense Management Review. Coordinates AF/LGS and AFMC inputs to ensure sound defense of logistics programs.

22.10.2.14. Assesses the sustainability of Air Force weapon systems given the spares procurement and repair funding programmed for the Future Years Defense Program (FYDP). Documents the logistics sustainability posture for the USAF POM.

22.10.2.15. Serves as the FP in the Defense Management Review (DMR) and the OSD Program and Budget reviews for receiving, tracking, and coordinating responses to logistics management, program, and budget issues. Attends DMR and Budget Review Board meetings with AF/LGS and ensures that logistics issues which surface are identified and properly coordinated. Prepares logistics principals on the Air Force Council and other high-level Air Staff operational and strategic bodies on matters impacting logistics.

22.10.2.16. Provides in-house logistics analysis capability to the Directorate, the DCS, and the Air Staff to help define and refine requirements and defend logistics investments by tying them to increased combat capability.

22.10.2.17. Provides technical expertise and assistance to several projects and programs, such as Mission Area Analysis assessments, Weapon System Management Information Systems (WSMIS) assessments, Aircraft Availability Targets, etc.

22.10.2.18. Analyzes and recommends improvements to logistics requirements computation, allocation, and distribution systems. In coordination with AF/XO, develops operational goals (i.e., aircraft availability) for logistics systems. Evaluates logistics impacts of changes to the USAF Wartime Flying Program, determining their logistics feasibility.

22.10.2.19. As a member of the OPS-LOG Working Group, develops methods to improve Air Force logistics availability to support operational requirements. Resolves contradictory policy/guidance between the operational and logistics communities concerning spare parts requirements determination.

22.10.3. For the Directorate, this Division:

22.10.3.1. Provides representation in various Program Agencies Activities.

22.10.3.2. Provides representation on Operating Budget Review Group (OBRG).

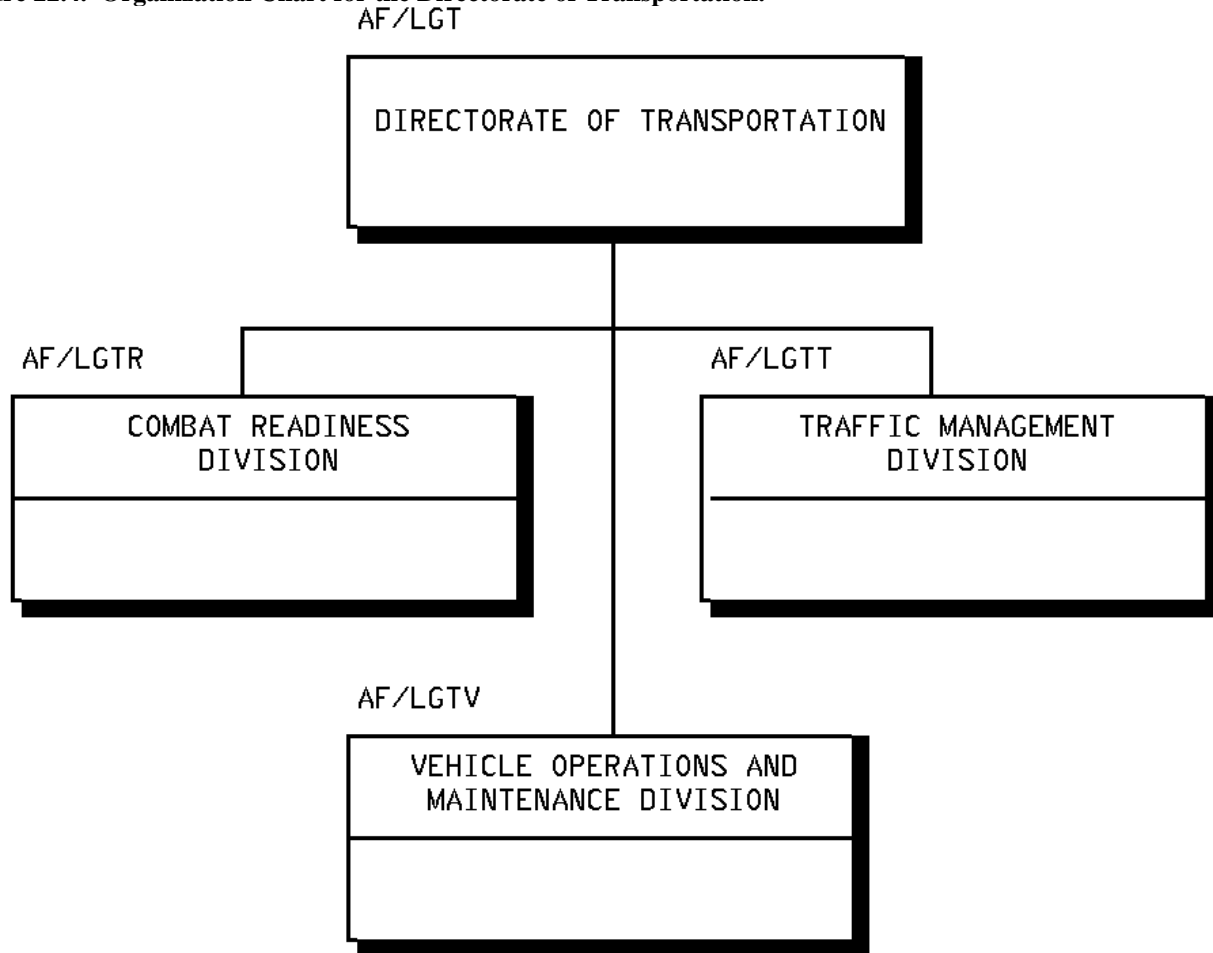
22.10.3.3. Serves as PEM for various program element codes.

22.10.3.4. Provides representatives to various Global Reach-Global Power (GR-GP) teams.

22.10.3.5. Provides functional representatives to the DoD Financial Management Steering Group.

22.10.3.6. Conducts analyses and recommends policy and system improvement to the Logistics Requirements Computation, Allocation and Distribution System. Develops operational targets for selected logistics programs.

22.10.3.7. Serves as FP for modeling and simulating inventory management policies and their impacts on both peacetime and wartime capability.

Figure 22.4. Organization Chart for the Directorate of Transportation.**22.11. Directorate of Transportation (AF/LGT).** The Directorate of Transportation:

22.11.1. Is the Air Staff OPR for transportation doctrine.

22.11.2. Functions as Air Staff OPR for Air Force transportation matters, including movement of Air Force-sponsored passengers, patients, personal property, and cargo by all modes of commercial carriers. Acts as FP for customs and border clearance requirements, DoD-owned or controlled airlift and sealift matters, commercial transportation carriers, motor vehicles, material handling equipment, and transportation services.

22.11.3. Provides guidance and direction to Air Force activities on transportation plans, policies, and programs. Develops matters and policies concerning hazardous material movement and strategic mobility using airlift, surface, or sealift assets.

22.11.3.1. Develops and enhances civil and foreign programs for augmenting DoD airlift capability.

22.11.3.2. Enforces criteria for establishment of AF-sponsored common user airlift channels.

22.11.3.3. Enforces criteria for establishment of AF repair common user airlift channels.

22.11.3.4. Develops and refines aerial port force and other functional manpower requirements for wartime and contingencies.

22.11.4. Coordinates with other DoD and Government agencies, including the Military Traffic Management Command (MTMC), Military Sealift Command (MSC), United States Transportation Command (TRANSCOM), the Joint Staff, Office of the Assistant Deputy Undersecretary of Defense (Logistics), Department of Agriculture, Department of the Treasury, Department of Transportation, Environmental Protection Agency (EPA), and GSA on Air Force transportation, customs and border clearance, and safety matters.

22.11.5. Maintains DoD 4500.36R which promulgates vehicle operation, maintenance, and acquisition public laws, GSA and Department of Transportation (DOT) requirements, group/mass transportation requirements, and the annual submission to OSD of the Agency Report of Motor Vehicle Data, IRCN-GSA-AN.

22.11.6. Serves as Air Force OPR for Congressional, GAO, Auditor, IG, and White House inquiries relating to the following transportation issues: personal property shipment and storage, cargo and passenger movement, vehicles and equipment use and management policies.

NOTES:

1. Special Authorities: As delegated under Title 10, United States Code, Section 2632, the Director of Transportation is responsible for determining when Government transportation may be provided for personnel, for a fare, between residence and place of work.
2. As the designated representative of the Secretary of the Air Force, grants Secretarial relief of specified Joint Federal Travel Regulation travel and transportation entitlements requiring Secretarial approval.
3. Holds the authority to approve requirements for command and control vehicles for key commanders.
4. As provided in Title 10, United States Code, Section 265, manpower authorizations include a specific position for an Air Reserve Forces advisor to:
 - Advise the Director of Transportation on items related to the Air Reserve components.
 - Take part in preparing and administering transportation policies, plans, programs, and regulations affecting Air Reserve components.

22.12. Combat Readiness Division (AF/LGTR). The Combat Readiness Division:

22.12.1. As Air Staff OPR, this Division:

22.12.1.1. Develops policy concerning strategic mobility using air or sealift assets. Acts as Air Staff OPR for AFR 76-6, *Movement of Units in Air Force Aircraft*, and 76-7, *Air Terminals and Aerial Ports*.

22.12.1.1.1. Civil and foreign programs for augmenting DoD air and sealift assets.

22.12.1.1.2. Air Staff FP for strategic airlift support to joint military operations.

22.12.1.2. Develops and defends airlift enhancement/modernization initiatives to include cargo modifications to the commercial aircraft participating in the Civil Reserve Air Fleet (CRAF).

22.12.1.3. Works the NATO civil airlift fleet modernization program to include the addition of cargo modifications to passenger-carrying aircraft and the application of capability under the intratheater airlift augmentation program.

22.12.1.4. Is the Air Staff FP for CRAF enhancement and aerial ports programs.

22.12.1.5. Chairs Aerial Port Force Structuring Working Group and the Base Transportation Planning Group.

22.12.1.6. Is responsible for oversight of Air Force Transportation Training.

22.12.1.7. Chairs Transportation Systems Advisory Group (TSAG) and Civilian Transportation Advisory Group (CTAG).

22.12.1.8. Is responsible for Air Force standards and joint transportation automated systems development which are MAJCOM unique.

22.12.1.9. Develops implementation policy and procedures for and coordinates on Cooperative Military Airlift Agreements (CMAAs).

22.12.1.10. Is responsible for transportation policy and guidance, as well as force apportionment, in the Air Force War and Mobilization Plan (WMP), Volumes 1 and 3.

22.12.1.11. Validates force structuring data in the USAF Force Sizing Exercise (FORSIZE) and Wartime Manpower Requirements Exercise (MANREQ).

22.12.1.12. Develops, refines, and defends aerial port force and other functional manpower requirements for contingencies and wartime.

22.12.1.13. Develops transportation plans for continuity of transportation operations including survival, recovery, and reconstitution of activities with civil defense planning.

22.12.1.14. Develops transportation position on issues related to Congress, other Executive Departments, GAO, DoD, and Air Force Audit agencies.

22.12.1.15. Serves as Functional manager for automated transportation management systems.

22.12.1.16. Establishes policy for the use of LOGMARS/MITLA in Air Force Transportation.

22.12.1.17. Represents the Air Force as a member of the following DoD/Joint Services bodies:

22.12.1.17.1. Defense Transportation Policy Council.

22.12.1.17.2. JCS Joint Transportation Board/Joint Transportation Board Secretariat.

22.12.1.17.3. Joint Airlift Movement Board (JAMB) and the Joint Surface Movement Board (JSMB).

22.12.2. As Air Staff OCR, this Division:

22.12.2.1. Reviews the scope of operation for the Air Mobility Command (AMC) peacetime contract award to make sure it fulfills the transportation needs of the military Services.

22.12.2.2. Coordinates Interagency and International transportation matters involving the NATO Civil Aviation Planning Committee (CAPC), Planning Board for Inland European Surface Transportation (PEST), and the Planning Board for Ocean Shipping (PBOS).

22.12.2.3. Develops transportation initiatives dealing with NATO nation standardization and interoperability.

22.12.2.4. Conducts transportation and aerial port movement analyses, mobility studies, and related activities.

22.12.2.5. Analyzes transportation requirements as related to aircraft and systems modernization.

22.12.2.6. Develops transportation input to logistics strategic or long-range planning.

22.12.2.7. Advises the Director of Transportation on items related to the Air Reserve components.

22.12.2.8. Takes part in preparing and administering transportation policies, plans, programs, and regulations affecting Air Reserve components.

22.12.3. For the DCS, this Division:

22.12.3.1. Reviews and evaluates the plans of Air Force Major Commands (MAJCOMs), unified and specified commands, component commands, and task forces for compatibility with DoD transportation policy and feasibility.

22.12.3.2. Develops the Air Force transportation position on operation of the wartime lines of communication.

22.12.3.3. Manages transportation awards program.

22.12.3.4. Monitors transportation training programs and career management activities.

22.12.3.5. Provides Directorate coordination on OSD and JCS documents, including the Global Assessment (GA), Defense Guidance (DG), JSCP, JPAM, SMRP, JSPD, and JSPDSA, and assists in developing JCS and OSD papers and publications.

22.12.3.6. Is responsible for planning and organizing the annual Air Force Worldwide Transportation Conference.

22.13. Traffic Management Division (AF/LGTT). The Traffic Management Division:

22.13.1. As DoD Executive agent, this Division:

22.13.1.1. Coordinates the establishment of eligibility policy for transportation of all passengers, patients, and cargo in DoD-owned or controlled aircraft.

22.13.1.2. Chairs the Joint Passenger Service Advisory Group (PSAG), a forum to identify passenger travel issues and develop solutions to equitably administer travel entitlement and authorizations among the services' members.

22.13.1.3. Coordinates and validates AMC special assignment airlift missions (SAAM) requests for various Air Staff offices and agencies that do not have airlift validators. Facilitates airlift support provided under foreign military sales (FMS) programs and Presidential determinations.

22.13.2. As Air Staff OPR, this Division:

22.13.2.1. Develops and implements policies and procedures for:

22.13.2.1.1. Submission of cargo airlift requirements for movement of personal property and cargo that may be moved on Air Force-owned and controlled aircraft, and the worldwide movement of all Air Force cargo and personal property by commercial air, ocean vessel, rail, truck, and barge. Prepares and publishes appropriate Air Force directives.

22.13.2.1.2. Border clearance of all patients, passengers, personal property, and cargo on military and commercial contract aircraft and for compliance with related laws and regulations of U.S. and foreign governments.

22.13.2.1.3. Management and processing use of ocean vessels to support the annual sealift resupply of Air Force Installations in the Arctic and adjacent areas.

22.13.2.1.4. Packaging of Air Force material and member's personal property.

22.13.2.1.5. The implementation of laws and regulatory directives governing travel and transportation entitlements for military members and their dependents. Approves/ disapproves transportation and travel time extension requests and requests to airlift household goods.

22.13.2.1.6. MSC sealift and MTMC ocean terminal and water port services support.

22.13.2.1.7. Providing input to the Joint Federal Travel Regulations (JFTRs).

22.13.2.2. Serves as board member to the DoD Personal Property Coordinating Council (Military, Industry, and Claims).

22.13.2.3. On behalf of the Secretary of the Air Force, applies approval authority for extension of travel and transportation time limitations for separated Air Force members.

22.13.2.4. Provides representation to the Enlisted Transportation Advisory Group (ETAG).

22.13.2.5. Develops guidance to implement JFTR and DoD policies for border clearance and customs requirements established in *DoD 5030.49R*.

22.13.2.6. Develops the Air Force portion of the Directory of Permit Officials for Highway Movements.

22.13.2.7. Manages training and manpower affecting cargo movement, personal property and passenger services.

22.13.2.8. Manages worldwide sealift container detention by Air Force activities.

22.13.2.9. Evaluates Joint Services port handling, line haul and over ocean billing rates.

22.13.2.10. Provides Air Staff coordination on issues involving the packaging, handling, marking and movement of hazardous waste.

22.13.2.11. Facilitates the movement, usually airlift, of materials under foreign military sales programs, Presidential determinations and Foreign Assistance Act Section 506a.

22.13.2.12. Represents the Air Force as a member of the following DoD/Joint Service bodies:

22.13.2.12.1. DoD MILSTAMP.

22.13.2.12.2. DoD DoDAAD Systems Forum.

22.13.2.12.3. DoD Transportation Systems Forum.

22.13.2.12.4. Joint Services Defense Traffic Management Regulation Panel.

22.13.2.12.5. MILSTAMP/ETEDI Coordinating Committee.

22.13.2.12.6. Armed Forces Pest Management Board.

22.13.2.12.7. Interagency Military Customs Working Group.

22.13.2.12.8. DoD Personal Property Coordinating Council.

22.13.2.12.9. Military/Industry Personal Property Symposium.

22.13.2.12.10. Military/Industry Mobile Homes Symposium.

22.13.2.12.11. Transportation Operational Personal Property System (TOPS) Steering Committee.

22.13.2.12.12. TOPS Joint Development Team.

22.13.2.12.13. DoD Joint Passenger Service Action Group (JPSAG).

22.13.2.13. Develops passenger movement policy for Air Force-sponsored travelers and implements the Joint Travel Regulations (JTRs), Joint Federal Travel Regulations (JFTRs), and DoD directives, memorandum and decisions.

22.13.3. For the DCS, this Division:

22.13.3.1. Establishes eligibility policy for aeromedical evacuation on non-DoD patients by military aircraft.

22.13.3.2. Coordinates with other Services in developing personal property packaging, shipping, storage policies, and procedures consistent with federal and state regulations.

22.13.3.3. Serves as the Air Force manager for the DoD Customs Program, retrograde, border clearance programs, established by *DoD Directive 4500.9* and *DoD Guide 4500.54*.

22.13.3.4. Reviews, coordinates and monitors Air Force agreements with the Canadian Ministry of Transport, the Danish Government, and U.S. Government agencies to assure that logistics support of DEWLINE stations in Alaska, Canada, and Greenland is consistent with current Canadian, Danish, and U.S. Air Force agreements.

22.13.3.5. Renders opinions to the USAF Board for Correction of Military Records. Accomplishes JFTR actions delegated to the division by SAF/MIM.

22.13.4. For the Directorate, this Division:

22.13.4.1. Reviews and monitors the planning, execution, and costs of the annual resupply of Air Force Installations in the Arctic.

22.13.4.2. Responds to White House and Congressional Inquiries regarding passenger, personal property, and cargo movements.

22.13.4.3. Advises Director on status of strikes and labor disputes that affect Air Force and DoD transportation operations and responsibilities.

22.14. Vehicle Operations and Maintenance Division (AF/LGTV). The Vehicle Operations and Maintenance Division:

22.14.1. As the DoD executive agent, this Division:

22.14.1.1. Develops and implements policies for all DoD activities to use when defining operational support requirements for 463L pallets, nets, and tie down equipment.

22.14.1.2. Formulates and is responsible for the implementation of *DoD 4500.36R, Management, Acquisition and Use of Motor Vehicles*.

22.14.2. As the Air Staff OPR, this Division:

22.14.2.1. Is responsible for Air Force maintenance and operations policy for appropriated fund motor vehicles, watercraft, and railroad equipment (organic, hired/leased). In this capacity, develops and implements peacetime and wartime policies for the following:

22.14.2.1.1. Air Force vehicle fleet maintenance, operation policy, and reporting systems.

22.14.2.1.2. Energy reduction initiatives affecting Air Force vehicles, vehicle downsizing/fleet reductions, EPA laws on maintenance shop hazardous waste materials, and use of alternate fuels. Coordinates MAJCOM efforts in conjunction with supply fuels and civil engineering in these areas. Represents the Air Force as a member of the DoD Energy Steering Group Committee and the DoD Reformulated Fuels Committee. Chairs Air Force Alternative Fueled Vehicles Working Group.

22.14.2.2. Justifies and approves group and mass transportation that use appropriated-fund vehicles.

22.14.2.3. Develops control and compiles reports for official vehicle use on domicile-to-duty issues (Public Law 99-550, *Money and Finance, Title 31, United States Code*, 27 October 1986), Air Force vehicle command and control (AFI 24-301, *Vehicle Operations*) requirements, and dependent school bus transportation. Fulfills P.L. 99-550 requirements for SECAF approval and Congressional notification on specific cases.

22.14.2.4. Ensures vehicle operator training is taught for effective and safe operation (OPR for AFD 24-3) and that it complies with Public Law 99-570, *International Narcotics Control Act of 1986*, 27 October 1986. Coordinates with Air Force Civilian Personnel, OSD and DOT to ensure Air Force compliance with new U.S. licensing criteria and records maintenance.

22.14.2.5. Ensures efficiency and standardization in vehicle operations and maintenance management through issuance of AFI 24-301; AFI 24-302, *Vehicle Maintenance Management*; and AFI 24-303, *Command/Air Force Vehicle Integrated Management System and Consolidated Analysis and Reporting System*.

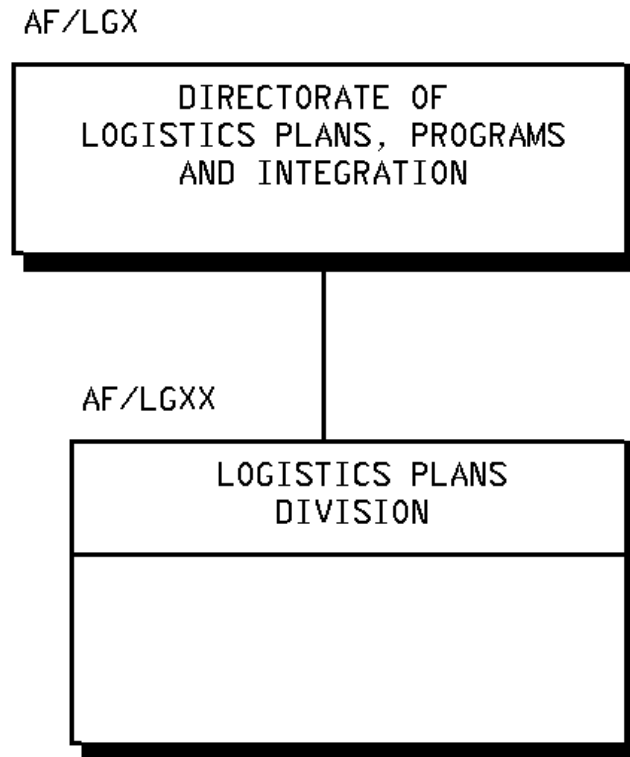
22.14.2.6. Advises MAJCOMs on means to resolve vehicle and equipment support problems.

22.14.2.7. Serves as OCR in establishing vehicle life expectancies.

22.14.2.8. Establishes contingency vehicle shipment/storage policy.

22.14.2.9. Develops policies for the Vehicle Control Program through the issuance of AFD 24-3.

- 22.14.2.10. Serves as Air Force OPR for DoDI 4515.7, *Use of Motor Transportation and Scheduled DoD Bus Service in the National Capital Region*.
- 22.14.2.11. Develops and provides operation and maintenance policy guidance for Air Force Locomotives (AFR 75-34) and watercraft (AFR 75-58). Resolves Air Force problems, in conjunction with the other Services and OSD, for overall locomotive and watercraft management.
- 22.14.2.12. Serves as OPR for the Vehicle Management Advisory Group (VMAG) and OCR for the Vehicle Improvement Working Group (VIWG).
- 22.14.2.13. Monitors state-of-the-art vehicle equipment and maintenance technology for possible use in Air Force programs to include direction of the Management and Equipment Evaluation Program.
- 22.14.2.14. Serves as OCR for Registered Equipment Management System (REMS).
- 22.14.2.15. Reviews projected routings and reroutings of public highways as it affects Air Force Installations.
- 22.14.2.16. Serves as OPR for Vehicle Operations and Maintenance manpower, facilities, and spare parts.
- 22.14.2.17. Serves as OPR for contracting of Vehicle Operations, Maintenance, and COPARS.
- 22.14.2.18. Serves as OPR for Vehicle Mechanized Data Management Systems.
- 22.14.2.19. Serves as Air Force OPR for implementation of Federal Ridesharing Program.
- 22.14.2.20. Holds responsibility for the design and development of air cargo containers and handling systems for Air Force Intermodal containers and shelters.
- 22.14.3. For the Directorate, this Division responds to White House and Congressional Inquiries regarding vehicle and equipment management policies and specific inquiries.

Figure 22.5. Organization Chart for the Directorate of Logistics Plans, Programs and Integration.

22.15. Directorate of Logistics Plans, Programs and Integration (AF/LGX). The Directorate of Logistics Plans, Programs and Integration:

22.15.1. Develops concepts and programs to improve capability assessment and the programming system.

22.15.2. Develops and implements Air Force policy, planning for all facets of war planning (including war reserve materiel, mobility, base support planning, industrial mobilization and the logistics portions of the War and Mobilization Plan (WMP)).

22.15.3. Serves as primary DCS interface with Joint Staff J-4.

22.15.4. Develops logistics concepts and doctrine.

22.15.5. Holds responsibility for all phases of logistics planning and policy including strategic planning, deliberate/time sensitive planning, and contingency/war planning assessments.

22.15.6. Is Secretariat for USAF Logistics Board of Advisors (BOA), providing guidance to future critical logistics issues as well as oversight of current critical logistics issues.

22.15.7. Develops and monitors cooperative military agreements and wartime host nation support for the lines of communications that augment and support contingency deployment of US Forces.

22.15.8. Directs logistics support for contingencies, emergency situations, and exercises.

22.15.9. Functions as Director, Logistics Readiness Center, Air Force Operations Group (AFOG); provides operational control over logistics elements of AFOG staff.

22.15.10. Responsible for issues of resource management, prioritization, coordination, system integration requirements, policy, and regulations as related to Air Force Management Information Systems.

22.16. Logistics Plans Division (AF/LGXX). The Logistics Plans Division:

22.16.1. For the Air Staff, this Division:

22.16.1.1. Develops and coordinates logistics policy and guidance for:

22.16.1.1.1. Integration into Air Force, JCS, and DoD planning documents to include: the Defense Planning Guidance; the USAF War and Mobilization Plan, Volume I, Annex E; USAF Global Assessment; SECAF/CSAF Planning Guidance Memorandum; Strategy and Policy Assessment; the USAF Planning Input for Program Development; the USAF Operation Planning Process; Joint Strategy Review Issues; Chairman's Guidance; National Military Strategy Document; Joint Strategic Capabilities Plan; and Chairman's Program Assessment.

22.16.1.1.2. AF 25-XX - Series Policy Directives.

22.16.1.1.3. Officer Classification.

22.16.1.1.4. Officer Career Development.

22.16.1.1.5. Airman Classification.

22.16.1.1.6. USAF Reporting Instructions.

22.16.1.1.7. Logistics in wargaming.

22.16.1.2. Develops, coordinates, and publishes Air Force policy and guidance for:

22.16.1.2.1. Support Agreement responsibilities of USAF organizations (AFPD 25-2, *Support Agreements*; and AFI 25-201, *Support Agreements Procedures*).

22.16.1.2.2. Air Force War Reserve materiel policy (AFPD 25-1, *War Reserve Materiel*; and AFI 25-101, *War Reserve Materiel (WRM) Program Guidance and Procedures*).

22.16.1.2.3. Air Force Mobility Planning (AFPD 10-4, *Operations Planning*; and AFI 10-403, *Deployment Planning*).

22.16.1.2.4. Mutual logistics support between the USAF and other NATO forces (AFPD 25-3, *NATO and Allied Logistics Support*; and AFI 25-301, *Acquisition and Cross-Servicing Agreements Between the USAF and Other Allied and Friendly Forces*).

22.16.1.2.5. Policy for NATO Logistics (AFPD 25-3).

22.16.1.2.6. The General Thomas P. Gerrity Memorial Award for Logistics Management, the Dudley C. Sharp Award, and the Air Force logistics Plans and Programs Awards (AFI 36-2818, *The USAF Logistics Award Decoration*).

22.16.1.2.7. Air Force Career Broadening Program (AFI 36-2111, *The Air Force Logistics Career Broadening Program*).

22.16.1.2.8. Air Force Base Support Planning (AFI 10-404, *Base Support Planning*).

22.16.1.2.9. Air Force Logistics Management Agency (AFLMA), AFMD 30.

22.16.1.2.10. Logistics Strategic Planning (AFPD 20-1, *Logistics Strategic Planning*) and Logistics Strategic Planning Procedures (AFI 20-101, *Logistics Strategic Planning Procedures*).

22.16.1.2.11. USAF Logistics Wartime Organization and Decision Making.

22.16.1.3. Serves as the Air Force Executive Coordinating Agent for the Interservice, Interdepartmental and Interagency Support Program (DoDI 4000.19, *Interservice, Interdepartmental, and Interagency Support*).

22.16.1.4. Provides logistics input for annual report to Congress on readiness status.

- 22.16.1.5. Prepares and submits Air Force report to Congress annually on NATO Mutual Support Act (NMSA) Sales, Purchases, and Replacement-in-Kind.
- 22.16.1.6. Serves as the Air Staff OPR for administrative and logistics support for DoD Dependents Schools (*DoD 1342.6-M-1*).
- 22.16.1.7. Prepares and submits Air Force logistics sections of the US response to the NATO Defense Planning Questionnaire (submitted to NATO annually by SECDEF).
- 22.16.1.8. Operates the Logistics Readiness Center (LRC). Provides logistics representation for all real world, exercise and contingency situations. Identifies automated logistics requirements for the LRC; develops/oversees development of capabilities to satisfy requirements; and provides technical guidance, configuration control/POC integration for the LRC.
- 22.16.1.9. Provides policy and approves peacetime use of bare base assets to include Harvest Eagle and Harvest Falcon.
- 22.16.1.10. Provides policy, develops and maintains Air Force directives for USAF logistics strategic planning, logistics doctrine and logistics research and development.
- 22.16.1.11. Evaluates current conventional logistics capabilities to support war plans and contingencies.
- 22.16.1.12. Consolidates and coordinates logistics inputs to USAF contingency/exercise plans to include the Continuity of Operation Plan, Department of the Air Force (COPDAF); HQ USAF Survivability, Recovery, and Reconstitution (SRR) Plan; and HQ USAF exercise OPLANs in support of the JCS exercise program.
- 22.16.1.13. Develops, coordinates, and integrates Air Force logistics exercise plan into JCS-sponsored command post exercises (CPXs) to include the master scenario events list (MSEL) and exercise controllers instructions (COSIN) development.
- 22.16.1.14. Serves as the LG FP for Industrial Base Planning, Defense Stockpile issues, and the Air Force Missions Essential list.
- 22.16.1.15. Serves as OPR for the Logistics BOA and DO/LG Conference development.
- 22.16.1.16. Develops and coordinates the logistics portion of exercise/contingency after-action reports and monitors logistics initiatives identified in the Air Force Remedial Action Program (AFRAP).
- 22.16.1.17. Provides logistics inputs to standard message text formats (MTFs) associated with wartime logistics reporting.
- 22.16.1.18. Serves as the Air Staff POC for logistics representation for the marking symbologies of Logistics Application of Automated Marking and Reading Symbols (LOGRAMS) and Microcircuitry Technology in Logistics Applications (MILTA).
- 22.16.2. For the DCS, this Division:
- 22.16.2.1. Represents AF/LG at meetings of the Joint Staff (J-4) and other Service planners on logistics matters under JCS consideration.
- 22.16.2.2. Assigns action and provides guidance for developing Air Staff position on JCS/J-4 matters including items under consideration by the Joint Materiel Priorities and Allocation Board (JMPAB) and Joint Logistics Board (JLB).
- 22.16.2.3. Serves as POC for:
- 22.16.2.3.1. Papers prepared for and under JCS consideration.
- 22.16.2.3.2. WRM review group.
- 22.16.2.3.3. Joint Logistics Commanders.
- 22.16.2.3.4. Air University and Air Force Institute of Technology (AFIT).

- 22.16.2.3.5. Issues relating to international technology cooperative development.
- 22.16.2.3.6. Audits, Functional Management Inspections, and Joint Staff-sponsored studies and analyses which involve logistics plans/policy or multiple logistics functions.
- 22.16.2.3.7. Deliberate planning issues.
- 22.16.2.3.8. Joint Staff-sponsored OPLAN refinement conferences.
- 22.16.2.3.9. Internal Management Control Program.
- 22.16.2.3.10. OPLAN/CON PLAN reviews.
- 22.16.2.4. Serves as the repository for JCS/J-4 correspondence.
- 22.16.2.5. Develops, coordinates, and reviews international logistics policy matters to include:
 - 22.16.2.5.1. NATO Long-Term Defense Program (LTDP).
 - 22.16.2.5.2. USAF Rationalization, Standardization, Interoperability (RSI) Master Plan.
 - 22.16.2.5.3. NATO Defense Planning Questionnaire.
 - 22.16.2.5.4. Senior NATO Logistician Conference.
 - 22.16.2.5.5. Wartime Host Nation Support (Logistics).
 - 22.16.2.5.6. Near-Term Prepositioning Force.
 - 22.16.2.5.7. Korean Review Group.
 - 22.16.2.5.8. Australian Airman-to-Airman Talks.
 - 22.16.2.5.9. US-Israeli Logistics Conference.
 - 22.16.2.5.10. NATO Mutual Support Act.
 - 22.16.2.5.11. NATO Conventional Capability Improvements.
 - 22.16.2.5.12. European troop strength levels.
 - 22.16.2.5.13. Collocated Operating Base (COB) Program.
 - 22.16.2.5.14. War Reserve Stocks for Allies (WRSA) Program.
- 22.16.2.6. Provides policy and guidance on:
 - 22.16.2.6.1. All cross-functional logistics manpower, personnel, education, and training (MPET) issues; represents the DCS on the Air Force Education Requirements Board; and chairs the DCS Functional Management Working Group.
 - 22.16.2.6.2. Logistics education including the Advanced Academic Degree (AAD) Program, AFIT and AU degree and Professional Continuing Education Programs, Joint and Air Force Professional Military Education.
 - 22.16.2.6.3. Logistics training including Air Force (formerly AFLC) Career Broadening program, Air Education and Training Command courses and the Extension Course Institute Program.

22.16.2.6.4. Acquisition Logistics Training Issues/Acquisition Professional Development Program (APDP) Certification Processing.

22.16.2.7. Represents the DCS on the:

22.16.2.7.1. Periodical Review Board.

22.16.2.7.2. Audio-Visual Review Board.

22.16.2.7.3. Academic Review Board.

22.16.2.7.4. Joint Logistics Board.

22.16.2.7.5. APDP Education and Training Subpanel.

22.16.2.7.6. Acquisition Logistics Panel.

22.16.2.7.7. APDP Management Information Systems Subpanel.

22.16.2.7.8. APDP Corps Subpanel.

22.16.2.7.9. North American Defense Industrial Base Panel.

22.16.2.7.10. Air Force Advisory Group Working Group.

22.16.2.7.11. American Defense Preparedness Association.

22.16.2.7.12. Society of Logistics Engineers.

22.16.2.7.13. Air Force Director of Plans Planning Committee.

22.16.2.8. Consolidates background/issue book for the DCS in preparation for CSAF briefings to include weekly staff meetings, SORTS briefing, and CSPAR.

22.16.2.9. Provides DCS focal point (FP) for Civil Disturbance, Humanitarian assistance and Disaster Relief Planning.

22.16.2.10. Is OPR for JOPES and COMPES related matters.

22.16.2.11. Serves as FP for theater readiness assessments.

22.16.2.12. Acts as OPR for Strategic Planning:

22.16.2.12.1. Develops and coordinates logistics doctrine and concepts of operations.

22.16.2.12.2. Represents the DCS in the Air Force long-range planning process, publishes the USAF Logistics Strategic Plan, coordinates activities of the logistics strategic planning working group, and schedules and organizes the USAF Logistics Strategic Planning Conference. Provides guidance and policy for the development of theater strategic plans.

22.16.2.12.3. Provides staff guidance to the AFLMA.

22.16.2.12.4. Interfaces with USAF Scientific Advisory Board.

22.16.2.12.5. Serves as the DCS FP for the RAND Corporation. Is a member of Project Air Force Advisory Group (AFAG) working group. Provides logistics oversight and direction for Project Air Force and the RAND fellowship program.

22.16.2.12.6. Works with industry and academia to develop improved methods of strategic planning. Oversees contractor support of the logistics strategic planning process.

- 22.16.2.12.7. Participates in development of DoD logistics strategic planning process.
- 22.16.2.12.8. Develops guidance for USAF logistics research and development.
- 22.16.2.13. Is OPR for Logistics Command and Control; provides policy and guidance for the development of the logistics command and control; and is the primary advocate for resources.
- 22.16.2.14. Develops links between logistics strategic planning and other Air Force planning activities and the Air Force planning, programming, and budgeting system (PPBS).
- 22.16.2.15. Develops and coordinates logistics doctrine for joint operations.
- 22.16.2.16. Coordinates long-range planning issues with AF/XO.
- 22.16.2.17. Evaluates current and future logistics capabilities to support war plans and contingencies.
- 22.16.2.18. Provides AFOG access to JOPES for retrieval of OPLAN deployment data for contingencies and exercises.
- 22.16.2.19. Serves as the POC for the Conference of Logistics Directors (COLD).
- 22.16.2.20. Serves as the FP for the DO/LG Conference.
- 22.16.2.21. Serves as the POC for the Joint Logistics Council (JLC).
- 22.16.2.22. Serves as DCS FP for quality. Acts as quality advisor to Air Staff Quality Council.
- 22.16.3. For the Directorate, this Division:
 - 22.16.3.1. Provides a Top Secret Control Officer and Security Manager.
 - 22.16.3.2. Reviews Air Force, MAJCOM, JCS, unified/specified command, Task Force, and FOA war plans for compliance with Air Force logistics policy and guidance.
 - 22.16.3.3. Schedules and conducts CROSS-TALK, the Logistics Planners Conference.
 - 22.16.3.4. Chairs Functional Management Working Group (FMWG) program for logistics plans (enlisted and officer personnel) and serves as the FP for Logistics Civilian Career Enhancement Program (LCCEP) positions in Logistics Plans and Concepts.
 - 22.16.3.5. Carries out AF/LGX responsibilities as Secretariat of the USAF Logistics BOA. This includes developing policy, coordinating the set up of BOA meetings, and developing and maintaining as architecture for other supporting DCS/LG and directorate level meetings.
 - 22.16.3.6. Monitors the MIP and Suggestion Program for logistics plans/policy and multi-functional logistics topics.
 - 22.16.3.7. Develops and maintains the Logistics Plans Master Plan.
 - 22.16.3.8. Assesses logistics warfighting concepts/strategies and identifies shortfalls and requirements.
 - 22.16.3.9. Develops logistics inputs and assessments for Air Force-wide Mission Area Analysis.
 - 22.16.3.10. Provides logistics expertise and analysis in support of OSD and OJCS Net Assessments. This includes:
 - 22.16.3.10.1. Participating as Air Force representatives on Net Assessment groups and subgroups.
 - 22.16.3.10.2. Coordinating with other Air Staff agencies to provide data for Net Assessment efforts.
 - 22.16.3.10.3. Analyzing OSD and OJCS Net Assessments for validity, fidelity, and completeness in presenting the contributions of Air Force systems.

22.16.3.11. Provides logistics expertise and assessment from an adversary perspective of conflict situations worldwide.

22.16.3.11.1. Supports JCS Net Assessment process as members of Red Advisory Panel and Logistics Advisory Panel.

22.16.3.11.2. Provides Air Force policy, support, and oversight for certain limited access programs and projects.

22.16.3.12. Provides logistics expertise, advice, and inputs to wargaming activities.

22.16.3.12.1. Provides logistics rationale to program managers for specific wargaming efforts funded by the Air Force.

22.16.3.12.2. Maintains liaison with Joint Staff, MAJCOMs, CADRE, other Services, and unified/specified commands to ensure Air Force Logistics doctrine, strategies, and capabilities are reflected in all wargaming activities, plans, analyses, and exercises.

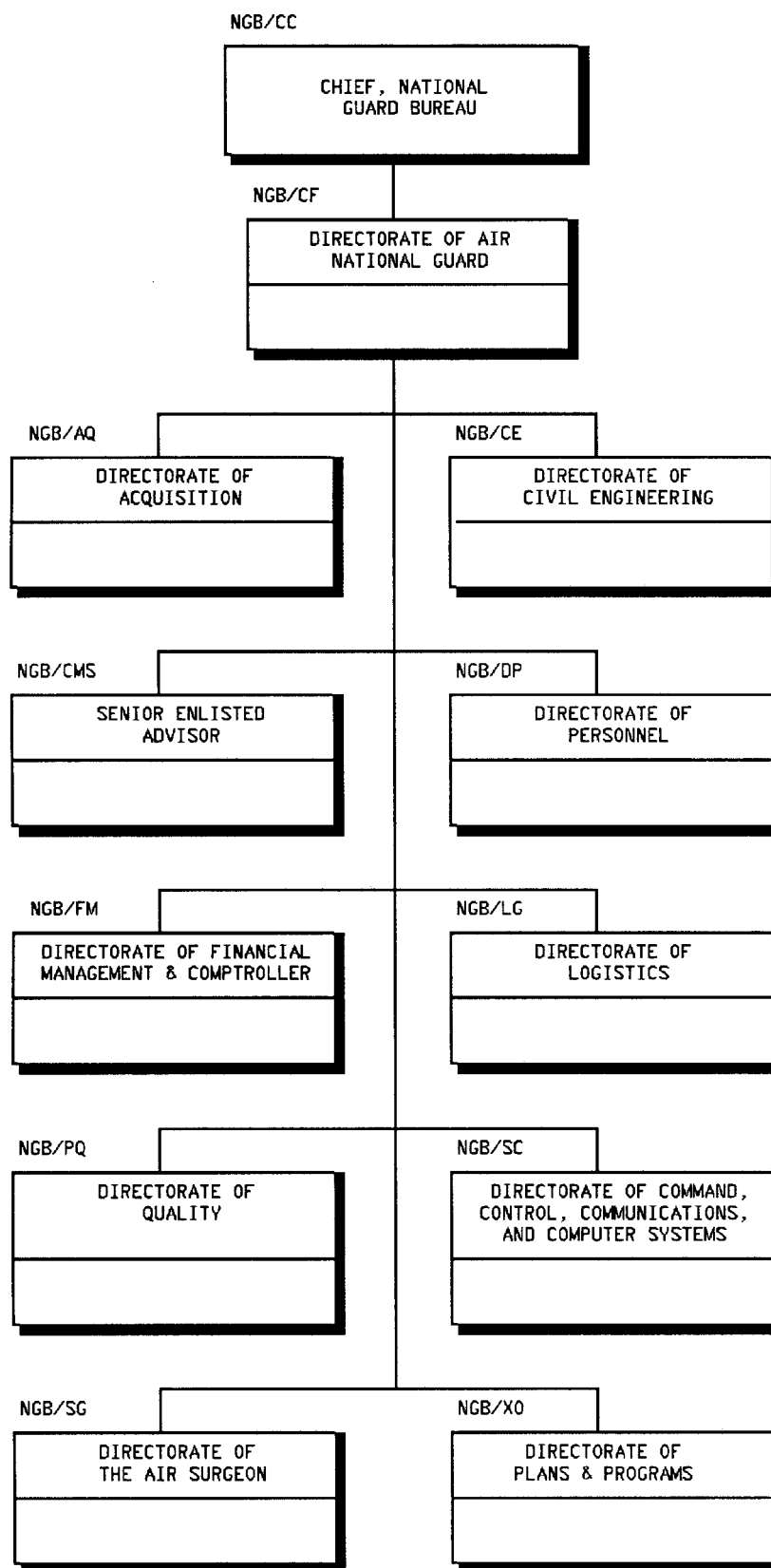
22.16.3.13. Coordinates responses to multi-functional taskers requiring logistics consideration.

22.16.3.14. Provides representatives to MAJCOM conferences on logistics plans issues.

22.16.3.15. Under 10 U.S.C. 265, a manpower authorization is included for an Air Force Reserve Affairs Advisor who assists the Directorate on Plans, Policy, and Programs, and monitors directives affecting logistics support of Air Reserve forces. Reviews the WRM, Logistics Capability Measurement System (LCMS), Mission Area Analysis (MAA) and long-range planning systems. In conjunction with the action officers is responsible for these systems, and identifies and incorporates the special needs of the USAFR into the logistics planning processes.

Chapter 23
NATIONAL GUARD BUREAU
(NGB)

Figure 23.1. Organization Chart for the Chief of the National Guard Bureau.



23.1. Chief and Vice Chief of the National Guard Bureau (NGB-CC & CV). The National Guard Bureau (NGB) is a Joint bureau of the Department of the Army and the Air Force. The Chief of the National Guard Bureau:

23.1.1. Is the advisor to the Chiefs of Staff for the Departments of the Army and the Air Force on National Guard matters.

23.1.2. Is the channel of communication between the departments concerned and the several States, Territories, Puerto Rico, Guam, the Virgin Islands and the District of Columbia on all matters pertaining to the National Guard, the Army National Guard (ARNG) of the United States and the Air National Guard (ANG) of the United States.

23.1.3. Participates with other Army and Air Force agencies in formulating and developing Department of the Army and Department of the Air Force policies, directives, regulations, and agreements affecting the National Guard, including publication of ARNG and ANG regulations.

23.1.4. Supervises and controls National Guard staff support and Field Operating Agencies (FOAs).

23.1.5. Prepares and justifies estimates of Federal funds necessary to support the National Guard. Administers approved financial programs, established by the departments for the National Guard, and maintains necessary fiscal controls.

23.1.6. Provides administrative functions for the acquisition, supply, maintenance, and accountability of Federal property issued to the National Guard according to departmental policies and regulations, through the United States Property and Fiscal Officer (USPFO) assigned to the National Guard Bureau and stationed in each State, Territory, District of Columbia, Virgin Islands, Guam, and Puerto Rico.

23.1.7. Extends and withdraws Federal recognition of officers and units of the National Guard according to law and standards of the departments.

23.1.8. Maintains the office of record for the Departments of the Army and the Air Force on matters concerning the ARNG and ANG not in active Federal service. Establishes procedures to ensure the maintenance of historical data concerning the organization and operations of the National Guard.

23.1.9. Responsible for matters pertaining to the development, training, readiness, maintenance, security, and mobilization of the National Guard in each State, Territory, Guam, Virgin Islands, and Puerto Rico. Performs other functions as requested by the Secretary of the Army or the Secretary of the Air Force.

23.1.10. Directly responsible for all matters pertaining to the development and maintenance of the ANG of the United States. Operating within established departmental policies, the Chief, NGB, participates with Air Staff agencies in preparing plans and programs for the ANG of the United States.

23.2. Directorate of Air National Guard (NGB/CF). The Directorate of Air National Guard:

23.2.1. Develops and administers ANG plans, programs, and budget activities to ensure properly trained and equipped ANG forces are mission ready to meet wartime, contingency, national, and state emergency taskings.

23.2.2. Directs staff activities to ensure full participation in Air Staff program and budget exercises.

23.2.3. Advises the Chief, National Guard Bureau and Chief of Staff of the Air Force (CSAF) on matters affecting ANG.

23.3. Directorate of Acquisition (NGB/AQ). The Directorate of Acquisition:

23.3.1. Serves as focal point (FP) for ANG weapons systems and subsystems requirements. Defines modification/operational capabilities requirements for weapon systems and subsystems necessary to perform ANG military tasks.

23.3.2. Serves as FP for ANG and Air Force Reserve (AFRES) Flight Tests. Directs and approves flight testing and developmental activities of the ANG/AFRES Test Center.

23.3.3. Identifies, prepares, and obtains Air Staff validation of Mission Needs Statements (MNSs). In addition, prepares and coordinates Systems Operational Concepts (SOCs) and preliminary SOC.

23.3.4. Completes research of "off-the-shelf" technology and development efforts for future application for improved weapon systems.

23.3.5. Serves as the NGB primary point of contact (POC) to arrange for technical support through outside analysis agencies and special study groups.

23.3.6. Develops cost versus performance trade-offs for the modification, development and acquisition cycle. Selects proposals and advocates best acquisition to Air Staff.

23.3.7. Analyzes, plans, and aids in programming all aspects of the ANG research, development, and acquisition program to balance operational requirements, force structure, and funding constraints.

23.3.8. Is FP for acquisition of new aircraft and systems for the ANG.

23.4. Directorate of Civil Engineering (NGB/CE). The Directorate of Civil Engineering:

23.4.1. Develops and administers ANG Civil Engineering and Services policy and regulations.

23.4.2. Develops and directs the ANG Military Construction Program (MCP), Minor Construction Program, operations and maintenance (O&M), real property, and major and minor repair portions of annual planning, programming, and budgeting activities.

23.4.3. Develops and administers ANG master plans for facility utilization, and minor construction programs. Develops and administers O&M agreements.

23.4.4. Develops ANG Engineering and Services force development programs.

23.4.5. Manages the acquisition, utilization and disposal of ANG Real Property including maintenance, repair, and alteration of this property.

23.4.6. Develops policies, plans and programs on deployment, and training for ANG civil engineering units, ANG fire protection and prevention programs, and aircraft rescue operations.

23.4.7. Develops, monitors, and administers ANG Environmental Protection programs, administers the ANG Energy Investment Program, develops and administers the natural resources program.

23.5. Senior Enlisted Advisor (NGB/CMS). The Senior Enlisted Advisor:

23.5.1. Advises the ANG Director on matters affecting the quality of life, morale, and welfare of the ANG enlisted force.

23.5.2. Provides leadership in the development of programs intended to motivate the enlisted force.

23.5.3. Evaluates the quality of non-commissioned officer (NCO) leadership, management, and supervisory training conducted through Professional Military Education programs.

23.5.4. Acts as ANG Directorate representative at various functions relating to the enlisted force.

23.6. Directorate of Personnel (NGB/DP). The Directorate of Personnel:

23.6.1. Develops ANG personnel policy.

23.6.2. Develops policies and directs officer and enlisted procurement programs, retention, promotions, separations, recruiting and advertising support, and the ANG Basic Military Training (BMT) program.

23.6.3. Serves as FP for inquiries concerning ANG drill status, fulltime unit support and personnel end strengths.

23.6.4. Develops and defends the ANG personnel requirements portion of budget submissions. Serves as FP concerning resource availability. Allocates and manages personnel funding.

23.6.5. Directs ANG officer and enlisted personnel programs to include procurement, classification, assignment, utilization, sustainment, retention, separations, and retirement. Establishes and manages personnel policy for the ANG military duty personnel program (AGR). Manages ANG incentives and entitlements programs (to include budgeting), establishes eligibility criteria, and allocates funds. Reviews legislative proposals affecting ANG personnel programs and develops ANG positions.

23.6.6. Serves as ANG OPR on long-range personnel plans to include objective force structures. Develops, reviews, and disseminates policy guidance relating to *AFR 35-10*, and serves as ANG liaison to the Air Force Uniform Board. Develops, reviews, and disseminates policy guidance relating to quality force actions. Monitors legislative initiatives and proposals on ANG personnel issues.

23.7. Directorate of Financial Management and Comptroller (NGB/FM). The Directorate of Financial Management and Comptroller:

23.7.1. Develops, consolidates, and justifies budgets for ANG Operations and Maintenance (O&M), Military Personnel, and Construction appropriations.

23.7.2. Initiates ANG responses to requests for budgetary information from the Office of the Secretary of Defense (OSD), the Air Force Comptroller, and Congress.

23.7.3. Performs cost factor and operations analysis.

23.7.4. Initiates, develops, and administers report control mechanisms to track all appropriations, plans, and programs.

23.7.5. Operates the ANG Multiplexed Information and Computing Service Site (MULTICS).

23.7.6. Supports Program Budget exercises utilizing computer generated data.

23.7.7. Develops and disseminates policies and directives on financial management in the ANG.

23.7.8. Provides policy and technical guidance to the ANG Readiness Center.

23.7.9. Establishes and maintains funding controls in accordance with Congressional Appropriations Acts and OSD, Office of Management and Budget (OMB), and National Guard Bureau policy guidance and directives.

23.7.10. Receives appropriations and allocates funds to the ANG Readiness Center for program execution.

23.7.11. Defends Budget Estimate Submissions to OSD, OMB, and Air Force.

23.7.12. Manages the Force & Financial Plan (F&FP) database.

23.7.13. Acts as ANG OPR for legislative inquiries on appropriation issues.

23.7.14. Prepares briefings concerning Congressional proceedings, appropriation status, and program execution status for the ANG.

23.8. Directorate of Logistics (NGB/LG). The Directorate of Logistics:

23.8.1. Develops, and justifies program and budget requirements for the Program Objective Memorandum (POM), Future Year Defense Plan (FYDP), Budget Estimate Submission (BES), and the President's Budget (PB) for ANG logistics programs in aircraft maintenance, supply, and transportation.

23.8.2. Monitors, reviews, and coordinates on Air Force policy and regulations relating to ANG depot maintenance requirements.

23.8.3. Reviews, evaluates, and prepares responses and reclaims to Program Change Proposals (PCPs), Program Decision Memoranda (PDMs), and Defense Management Review Decisions (DMRDs).

23.8.4. Forecasts requirements, develops estimates, prepares financial plans, and provides for integration and allocation of the ANG portion of Air Force centrally managed logistics programs such as Depot Purchased Equipment Maintenance (DPEM), Depot Level Repairables (DLRs), Interim Contractor Support (ICS), and Contractor Logistics Support (CLS).

23.8.5. Represents ANG at Air Force-wide conference and boards on current and long-range depot maintenance workloads and funding requirements.

23.8.6. Acts as ANG representative on the Air Force's Global Reach -- Global Power Materiel Resource Allocation Team.

23.8.7. Represents ANG on the Air Force Cost Analysis Group to formulate flying hour and primary aircraft (PAA) cost factors used to program and budget logistics requirements.

23.8.8. Reviews, analyzes, and interprets JCS and Air Force logistics doctrine, organization, and policy to develop consistent ANG logistics organizations and operations.

23.8.9. Analyzes Air Force and ANG force structure projections and initiates planning actions for ANG logistics requirements.

23.8.10. Acts as FP for ANG logistics participation in the Air Force Long Range Strategic Planning Program. Reviews Long Range Strategic Plan (LRSP) for applicability to the ANG. Publishes supporting plans.

23.8.11. Reviews ANG logistics planning policies, concepts, and guidance to ensure consistency with Department of Defense (DoD) and JCS planning documents to include: DoD Consolidated Guidance (CG), Defense Planning Guidance (DPG), and annexes to the joint Strategic Planning Document (JSPD).

23.9. Directorate of Quality (NGB/PQ). The Directorate of Quality:

23.9.1. Develops total quality policies for ANG.

23.9.2. Directs and manages total quality processes in the ANG.

23.9.3. Integrates quality policies and processes into NGB plans and strategies.

23.9.4. Advises the Chief of NGB and the Director of ANG on total quality developments and trends.

23.9.5. Develops, initiates, and integrates required headquarters culture changes to modify management and employee roles in the organization.

23.9.6. Serves as FP for NGB process action teams.

23.9.7. Develops and directs quality and decision support training throughout the ANG.

23.9.8. Maintains liaison with quality leaders in defense, industry, and academia.

23.9.9. Operates an NGB decision support system.

23.10. Directorate of Command, Control, Communications and Computer Systems (NGB/SC). The Directorate of Command, Control, Communications and Computer Systems:

23.10.1. Develops policy, provides strategic planning and develops programs for ANG communications-computer systems resources. Monitors assigned program elements.

23.10.2. Manages communications-computer systems resources for combat communications and air traffic control, communications electronics, engineering and installation, and fixed base communications and computer systems.

23.10.3. Develops, manages and directs ANG communications-computer systems architecture, interoperability, interconnectivity, and integration initiatives.

23.10.4. Establishes policies and manages the ANG Communications-Computer Systems Security Program. Promulgates policy and guidance on the control of compromising emissions (TEMPEST). Develops and reviews telecommunications and automatic data processing security surveillance actions to include TEMPEST.

23.10.5. Develops policy for supervision and direction of long-haul, leased communications, and base telecommunications systems.

23.10.6. Provides representation to the USAF Command and Control Information Systems Panel, Support Information Systems Panel, Air Staff Communications-Computer Systems Architecture Steering Committee, and the National Guard Bureau Automation Review Committee.

23.11. Directorate of the Air Surgeon (NGB/SG). The Directorate of the Air Surgeon:

23.11.1. Serves as FP for ANG Health Services, aeromedical evacuation, medical facilities, bioenvironmental engineering, environmental health, medical materiel requirements, and physical standards.

23.11.2. Develops policies, plans, and programs for ANG medical services.

23.11.3. Participates in force structure development and long-range planning for the ANG medical unit structure.

23.11.4. Develops ANG manpower and other resource requirements in ANG medical units and participates in the Planning, Programming and Budgeting System (PPBS) process to validate and budget for resource requirements.

23.11.5. Compiles statistical data on ANG medical programs and resources.

23.11.6. Maintains liaison with the USAF Surgeon General.

23.11.7. Reviews USAF and USAF Command directives for applicability to the ANG.

23.11.8. Develops, publishes, and disseminates ANG regulations on medical services policies and procedures.

23.12. Directorate of Plans and Programs (NGB/XO). The Directorate of Plans and Programs:

23.12.1. Plans and programs all resource requirements related to the ANG force structure and mission.

23.12.2. Develops ANG wartime tasking, planning, and directed operational capabilities for all ANG units.

23.12.3. Is responsible for development of operational policy, guidelines, and control of the ANG flying hour program and flying training programs.

23.12.4. Develops and directs policies, plans, and programs for ANG operational training and evaluation, flight simulators and ANG weapon systems.

23.12.5. Evaluates and negotiates with the Federal Aviation Administration (FAA) on proposals and special use airspace requirements for the ANG.

23.12.6. Prepares and presents ANG operational programming and budgeting inputs to the PPBS. Provides representation on Air Staff Board panels.

23.12.7. Participates on the USAF Force Structure Committee. Develops, evaluates, and administers ANG force structure projections.

23.12.8. Monitors and develops operations policy for ANG flying unit conversions.

23.12.9. Develops ANG mobility policy in support of wartime tasking.

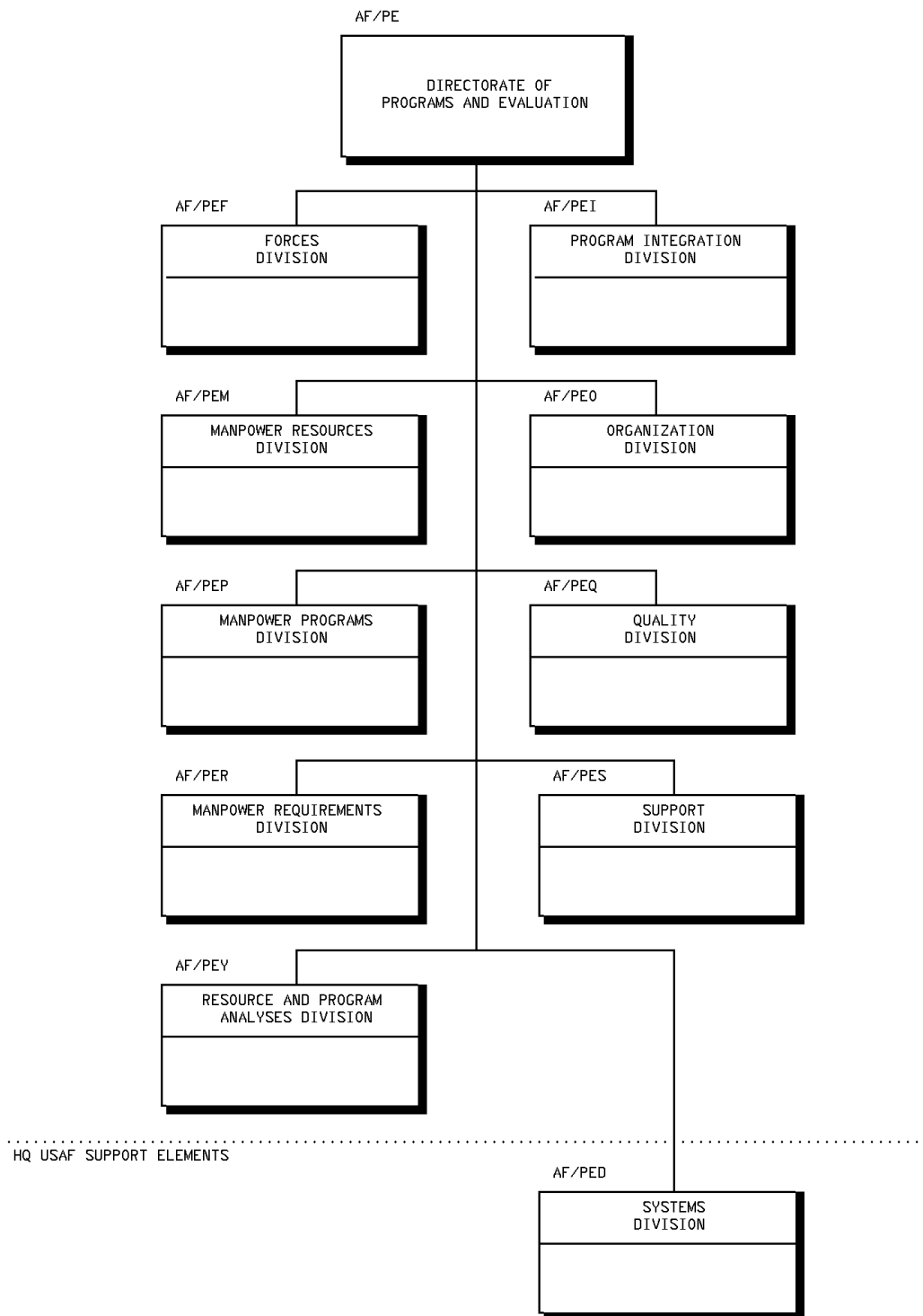
23.12.10. Plans and programs ANG involvement in unit generation exercises, USAF Command and JCS exercises, and deployments.

23.12.11. Monitors operational support programs for ANG disaster preparedness, chemical warfare, life support, emergency action, Electronic Combat, combat airlift, arresting systems, OPSEC, ranges, support aircraft and Combat Readiness Training Center utilization.

Chapter 24

PROGRAMS AND EVALUATION (AF/PE)

★Figure 24. 1. Organization Chart for the Directorate of Programs and Evaluation.



24.1. Directorate of Programs and Evaluation (AF/PE). The Directorate of Programs and Evaluation:

- 24.1.1. Establishes Air Force resource allocation and Planning, Programming and Budgeting System (PPBS) policy. Functions as the Air Staff Office of Primary Responsibility (OPR) for all matters pertaining to formulating, directing, and amending Air Force programs.
- 24.1.2. Coordinates with SAF/FM to develop Future Years Defense Plan (FYDP) topline for AF/XO use in preparing program guidance.
- 24.1.3. Performs analyses which assess program capabilities and program compliance with fiscal and force structure guidance.
- 24.1.4. Oversees program exercises.
- 24.1.5. Evaluates program quality and balance.
- 24.1.6. Produces and monitors program change guidance for SAF/FM.
- 24.1.7. Maintains program, manpower and forces data bases, and produces program data base documentation for Major Commands (MAJCOMs).
- 24.1.8. Supervises preparation of the Chief of Staff (CSAF) and Secretary of the Air Force (SECAF) for Program Review and Defense Planning Resource Board meetings for programming issues.
- 24.1.9. Represents the Air Force to the MIL-5 and Department of Defense (DoD) Medical Review Committee.
- 24.1.10. Serves as OPR for all Air Force Programming Documents, including the Program Objective Memorandum (POM).
- 24.1.11. Performs analyses of key Air Force programs and critical operational and acquisition issues as directed by the CSAF.
- 24.1.12. Prepares program briefings for senior Air Force leadership (Air Force Council, CSAF, and Secretariat) decision-making on resource allocation and all program issues.
- 24.1.13. Provides an overall and comprehensive assessment of the total Air Force Program from both a programming and budgeting perspective. Provides recommendations and information to strengthen the Air Force defense of its programs.
 - 24.1.13.1. Reviews and evaluates impacts caused by changes to the Air Force Program.
 - 24.1.13.2. Evaluates historical trends compared with current FYDP (by appropriation, mission areas, etc.).
 - 24.1.13.3. Tracks areas of recurring external challenges to the Air Force Budget and identifies likely Budget Review and Program Review Issues.
 - 24.1.13.4. Develops rationale for defending the Air Force Program.
 - 24.1.13.5. Receives and tracks fiscal guidance from the Office of the Secretary of Defense (OSD).
 - 24.1.13.6. Evaluates the distribution of DoD fiscal resources (funding and real growth) for Air Force, other Services, and DoD.
 - 24.1.13.7. Helps assess the Air Force's compliance with program guidance provided by OSD and Air Force leadership, and evaluates the programmatic impact of those changes made to the Air Force Program.
 - 24.1.13.8. Develops and implements models and methodologies to simplify the programming process.
 - 24.1.13.9. Works as liaison to accomplish detailed capability assessments.

24.1.14. Helps formulate, prepare, and justify the Air Force POM, Budget Estimate Submission (BES), and President's Budget (PB).

★24.1.15. Acts as the Air Force focal point for Manpower issues and Manpower career field management.

★24.1.16. Provides AF policy and guidance covering the Commercial Activities Program. Programs, tracks, and defends manpower actions related to the Commercial Activities Program.

★24.1.17. Provides Air Force manpower policy, tracking, and program control for Management Headquarters and Headquarters Support Activities. Defends Air Force Management Headquarters program to OSD and Congress.

★24.1.18. Validates wartime and peacetime manpower requirements for both the Air Force and its reserve components (RCs).

★24.1.19. Establishes and disseminates plans, policies, and procedures governing the effective and economical use of the total manpower resource and the overall manpower management function.

★24.1.20. Develops Air Force policy, guidance and plans to execute the Secretary of Defense's (SECDEF's) Defense Management Review (DMR).

★24.1.21. Manages the Air Force Productivity Improvement Program.

★24.1.22. Manages the Air Force Suggestion Program.

★24.1.23. Supervises the Air Force Management Engineering Agency (AFMEA).

★24.1.24. Acts as Director for Quality Air Force.

★24.1.24.1. Prepares senior Air Force leadership for participation in Air Force Quality Council meetings.

★24.1.24.2. Serves as OPR for the Air Force Quality Council.

★24.1.24.3. Develops, reviews, and evaluates Quality Air Force policy and progress.

★24.1.25. For the Air Staff this Directorate:

★24.1.25.1. Helps develop topline fiscal guidance for AF/XO fiscally constrained force structure.

★24.1.25.2. Reviews, develops, and evaluates proposed options to change the Air Force Program prior to, during, and following periods of major exercises to determine impacts on balance, integration, and mission areas.

★24.1.25.3. Prepares senior Air Force leadership for defense of the Air Force Program.

★24.1.26. Develops and maintains United States Air Force (USAF) organizational policy for active and Air Reserve forces.

★24.1.27. The Air National Guard Special Assistant:

★24.1.27.1. Serve as principal advisor to AF/PE and staff on all matters pertaining to the ANG. Interface between AF/PE, NGB/CF and their respective staffs, providing advice and recommendations on ANG issues and programs to aid oversight and early integration of programs with the USAF Program.

★24.1.27.2. Ensure staff coordination on concepts, studies, analyses, and briefings relating to issues affecting force mix.

★24.1.27.3. Participate in working groups charged with developing Total Force policy, plans, programs, and assets.

★24.1.27.4. Provide resource analyses and evaluation on program quality, balance, phasing, and feasibility.

- ★24.1.27.5. Participate in resource allocation process to facilitate issues resolution and ensure timely programming completion.
- ★24.1.27.6. Provide staff support to the Air Reserve Forces Policy Committee.
- ★24.1.27.7. Monitor and evaluate ANG force plans for impacts on Air Force programs.
- ★24.1.27.8. Advise on ANG weapon system allocation/force detail to assure continuity/viability of ANG programs.
- ★24.1.28. For the Directorate, the Air National Guard Special Assistant:
 - ★24.1.28.1. Serve as Directorate's primary point of contact (POC) for all ANG matters. Serve as liaison between AF/PE and HQ USAF/RE on matters pertaining to the AF Reserve.
 - ★24.1.28.2. Assist in developing and implementing policies, plans, and programs for ANG forces and units.
 - ★24.1.28.3. Provide oversight during development of forces, manpower, basing, and budgets .
 - ★24.1.28.4. Review briefings and documents for sufficiency and accuracy with respect to the ANG.
 - ★24.1.28.5. Represent AF/PE on study groups dealing with subject matter of significance to the ANG.
 - ★24.1.28.6. Identify programmatic impacts and deficiencies and decide upon the appropriate level of Air Force and ANG management focus.
 - ★24.1.28.7. Provide intermediary skills to resolve problems resulting from differing perspectives (Air Force and ANG) in allocating resources.

24.2. Systems Division (AF/PED). The Systems Division:

24.2.1. As Air Staff OPR for Force Structure Information Management,

24.2.1.1. Develops program guidance for USAF Aerospace Vehicles and Flying Hour Program. Develops, publishes, and distributes the USAF Program Document (PD). Develops the Administrative Plan for preparation of all program documents published IAW AFI 16-501, *Control and Documentation of Air Force Programs*.

24.2.1.2. Controls and manages the USAF Priority System for resource management and implements Uniform Material Movement and Issue Priority System (UMMIPS). Serve as Executive Secretary to the Priority Review Working Group.

24.2.1.3. Forecasts aircraft attrition to program aircraft losses and estimates attrition reserves required for procurement buys.

24.2.1.4. Manages active and inactive inventory of USAF aircraft, missiles, drones, and remotely piloted vehicles (RPVs)

24.2.1.5. Manages the Program Data System (PDS) data base which contains the Aerospace Vehicles and Flying Hours Program; Installations, Units, and Priorities; Actual Inventory and Flying Hour Utilization Reporting System; and Peacetime Attrition Model. Provides technical support, registration, and training to all PDS users.

24.2.1.6. Provides programmed force structure data for the Air Force portion of the DoD FYDP.

24.2.1.7. Serves as DoD executive agent for DoDD 4120.15, *Designating and Naming Military Aerospace Vehicles*.

24.2.2. As Air Staff OPR for Manpower Information Management,

24.2.2.1. Develops policy and programs and manages all Headquarters Air Force automated data systems for the manpower and organization functions.

24.2.2.2. Exercises responsibility and control over the Directorate's horizontal and vertical manpower data systems [Headquarters Air Force Manpower Data System (HAFMDS), Command Manpower Data System (CMDMS), Base Manpower Data System (BMDS) and Air Force Manpower Exercise Data System).

24.2.2.3. Develops program guidance for managing Air Force Manpower systems and develops, implements and maintains automation tools such as TRACKS, Skills Programming Model (SPM), and Organizational Blue Print (OBP). Develops, publishes, and distributes the USAF Program Manpower (PM) document.

24.2.2.4. Manages the Headquarters Air Force Manpower Data Systems which provide the manpower data link between the PPBS and the Unit Manpower Documents (UMD). Operates and maintains the Exercise Systems, Resource Management Systems and the Manpower Allocation System processes and functions. Operates and maintains the Unit Authorization File (UAF) data base which contains the inventory of all Active Military, Civilian, Guard and Reserve authorizations. Provides technical support, registration, and training to all HAFMDS users.

24.2.2.5. Controls and manages the AFI 33-110, *Air Force Data Administration Program*, and Air Staff Codes and Descriptions (ASCAD) processes.

24.2.2.6. Prepares "Ad Hoc" inquiries and data extracts for other Air Staff activities, SECAF, OSD, Office of the President, and Congress. Provides copies of UAF data base periodically to Defense Manpower Data Center (DMDC), AFMEA, Rand Corporation and other approved government and nongovernment activities.

24.2.3. In coordination with Air Staff/Secretariat resource allocation teams and functional managers, conducts analysis of the programming process to ensure the most advantageous use of modern computer technology to improve information flow and assure base consistency of the program decision/analysis process.

24.2.4. For the Directorate,

24.2.4.1. Proposes and defines requirements for new software support for the exercise process.

24.2.4.2. Maintains micro-computer software used in program exercises.

24.2.4.3. Supports Program Budget exercises by maintaining and enhancing the automated data processing (ADP) systems.

24.2.4.4. Serves as AF/PE focal point for ADP support for the Air Force resource allocation process.

24.2.4.5. Provides responses to Congressional and public inquiries regarding historical data for aircraft inventories, attrition, and age data.

24.2.4.6. Manages, administers, and operates the AF/PE Local Area Network (LAN). Provides technical support, registration, and training to all LAN users.

24.2.4.7. Serves as chairman of the AF/PE Communications-Computer (C-CS) Configuration Coordination Group (C-CSCCG) and ADP Users Planning Group.

24.2.4.8. Serves as AF/PE focal point for the headquarters systems modernization efforts.

24.2.4.9. Represents AF/PE on the Headquarters Air Force Configuration Control Board (CCB) and the C-CS Requirements Board Working Group (CSRB WG).

24.2.4.10. Serves as AF/PE focal point for interface with the Air Force Pentagon Communications Agency on all ADP matters.

24.2.4.11. Serves as AF/PE focal point for C-CS strategic planning and systems integration. Develops, publishes, and distributes the Directorate C-CS Functional Plan.

24.2.4.12. In coordination with other divisions, conducts systems analysis and identifies AF/PE C-CS systems requirements. Serves as Directorate Unit Requirements Officer.

24.2.4.13. Serves as AF/PE focal point for systems development in support of Directorate user systems and the Air Force resource allocation process.

24.2.4.14. Coordinates Directorate training requirements for functional users on all computer systems and the Air Force resource allocation process.

24.2.4.15. Serves as Directorate ADPE Custodian responsible for maintaining C-CS hardware and software inventories.

24.2.4.16. Represents AF/PE on the Air Force data management program to standardize data elements, data bases, and software.

24.3. Forces Division (AF/PEF). The Forces Division:

24.3.1. Monitors, integrates and evaluates programs for balance, phasing, and feasibility in relation to national resources, strategy, and policy. Monitors and evaluates the active force structure to ensure coherent resource allocation programming and maximum resource utility in accordance with the PPBS.

24.3.2. Monitors and evaluates programming actions based on guidance from OSD, Secretariat, and CSAF, and fiscal and force recommendations from the MAJCOMs. Analyzes impact of programming decision and force structure requirements on major acquisition programs and assesses viability of those programs to meet national requirements and fulfill warfighting capabilities.

24.3.3. Serves as the AF/PE focal point in supporting the resource allocation teams in preparing fiscal and force options to meet fiscal guidance. Develops independent options to address realignments of functions within team mission areas.

24.3.4. Serves as the AF/PE functional POC for the following disciplines assigned to the forces division:

24.3.4.1. Space, Nuclear Deterrence, and Command, Control, Communications, Computers, and Intelligence (C4I) Team. Programs include USAF portions of the National Foreign Intelligence Program (NFIP), Tactical Intelligence and Related Activities (TIARA), Defense Airborne Reconnaissance Program (DARP) and systems in support of the active and ANG and Air Force Reserve (AFR) forces in Major Force Programs (MFPs) I, II, III, IV, and V.

24.3.4.2. Power Projection (Team 2). Fighter, attack bomber, reconnaissance, combat rescue, special operations forces (SOF), drone, selected tactical airlift, tanker and C3 forces associated with composite wings, theater missile programs, and advanced training in support of the active, ANG and AFR units in MFPs I, II, IV, V, VI and XI.

24.3.4.3. Mobility (Team 3). Inter- and intratheater airlift (including aeromedical), tanker programs, weather service, advanced training in support of active and air reserve forces, current and future trainer aircraft, and operations support aircraft (OSA).

24.3.4.4. Personnel and Support Team (Team 6). Flight screening, Undergraduate Pilot Training (UPT), Specialized UPT, Specialized Undergraduate Navigator Training (SUNT), Aircraft and training devices in support of the active and ANG/AFR in MFPs VIII.

24.3.4.5. Special Access Programs (Team 7). This Team:

24.3.4.5.1. Evaluates, monitors and performs resource programming for Air Force special access programs.

24.3.4.5.2. Develops, coordinates and presents programmatic data for special access programs for the SECAF, CSAF, OSD, and the Joint Staff.

24.3.4.5.3. Maintains and controls programmatic and budgetary database for all special access programs.

24.3.4.5.4. Co-chairs the special program review group.

24.3.4.5.5. Evaluates and assigns program and unit precedence ratings for all special access programs.

24.3.5. Performs the following duties as AF/PE functional POC for above areas.

24.3.5.1. Monitors and coordinates guidance and force detail for USAF aerospace vehicle forces/systems.

24.3.5.2. Analyzes mix of forces and systems and evaluates program projections for balance, phasing, and feasibility in relation to known and anticipated availability of resources and OSD decisions. Considers compatibility with Air Force strategy, policies, concepts, and objectives.

24.3.5.3. Monitors, integrates and evaluates program change requests, major force issues, and special studies to provide force structure impacts and changes.

24.3.5.4. Monitors General Purpose Total Force programs through the PPBS and General Defense Intelligence Program cycle as appropriate and provides analysis of proposed changes.

24.3.5.5. Monitors studies conducted regarding USAF aerospace vehicle forces/systems.

24.3.5.6. Participates in ad hoc activities related to aerospace vehicle forces/systems with Air Force MAJCOMs, other Air Force directorates, and other agencies as required.

24.3.5.7. Participates in Air Staff Priority Review Group evaluation of weapon system improvements and modifications.

24.3.5.8. Prepares studies on force modernization in applicable aerospace vehicle programs, identifies implications, recommends modernization actions and replacement policies. Provides guidance and assumptions in preparing projections, program cycles, and exercises.

24.3.5.9. Monitors and reviews appropriate current and programmed USAF aerospace vehicle programs to include inventory, command assignment, and distribution of vehicles and resources.

24.3.5.10. Supports Congressional testimony through submission of written Fact Sheets, Inserts for the Record and review of published testimony.

24.3.5.11. Monitors time-phased requirements for C4I, EC, strategic defensive, and TW/AA forces as a baseline for production schedules, procurement programs, personnel and construction programs and preliminary cost estimates.

24.3.5.12. Interfaces with OSD, the Office of Management and Budget (OMB), and other agencies on issues relating to aerospace vehicle assets/systems. Interfaces directly with OSD on force issues. Develops, with other staff agencies, written USAF positions in response to programming/budgeting initiatives.

24.3.5.13. Monitors procurement, modification, and attrition of aerospace forces/systems with regard to potential programmatic requirements. Analyzes impact of changes.

24.3.5.14. Performs additional duties of SCI monitor.

24.4. Program Integration Division (AF/PEI). The Program Integration Division:

24.4.1. As Air Staff OPR, this Division:

24.4.1.1. Develops and produces the USAF POM.

24.4.1.1.1. Develops the Air Force response to the OSD draft POM Preparation Instructions (PPI) from Air Staff/Secretariat inputs.

24.4.1.1.2. Provides administrative direction to the Air Staff for complying with the OSD final PPI.

24.4.1.1.3. Provides POM preparation guidance to the MAJCOMs, Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs).

24.4.1.1.4. Provides direction on the policy and concept for developing the POM and directing Air Staff Program Exercises.

- 24.4.1.1.5. Provides educational briefings to the staff agencies on their roles in the POM process.
- 24.4.1.1.6. Develops and maintains programming policies and decision-making briefings for Air Force leadership.
- 24.4.1.1.7. Compiles and submits the POM.
- 24.4.1.1.8. Tracks MAJCOM POM submissions and Commander-in-Chief (CINC) Integrated Priority Lists.
- 24.4.1.2. Orchestrates the development of the Air Force response to the Draft Program Decision Memorandum (PDM).
- 24.4.1.3. Publishes and controls Program Elements (PEs).
- 24.4.1.4. Maintains the Air Force Program Element data base.
- 24.4.1.5. Develops and publishes the Program Element Monitor (PEM) Directory.
- 24.4.1.6. Provides day-to-day interface with JCS/J-8 concerning all programmatic matters.
- 24.4.1.7. Receives all OSD instructions pertaining to the PPBS.
- 24.4.1.8. Develops, publishes and distributes AFPD 16-5, *Planning, Programming and Budgeting System*, and AFI 16-501, *Control and Documentation of Air Force Programs*.
- 24.4.1.9. Develops and maintains an educational pamphlet entitled "The Planning, Programming, and Budgeting System - A Primer."
- 24.4.1.10. Develops and conducts educational briefings for Air Staff, Secretariat, MAJCOM, and other DoD personnel several times each year concerning the PPBS and Air Staff involvement in it.
- 24.4.1.11. Develops and conducts educational briefings on the Air Force's role in the PPBS for professional military educational (PME) courses around the country.
- 24.4.1.12. Directs the preparation of the Air Force response to the Programming Guidance Section of the SECDEF Defense Planning Guidance, including preparation of the CSAF and Secretariat (in cooperation with AF/XOX) for the Major Issues meeting with SECDEF and is conducted.
- 24.4.1.13. Publishes exercise guidance for Air Staff coordination and execution.
- 24.4.1.14. Monitors Resource Allocation Teams actions to ensure compliance with senior leadership direction.
- 24.4.1.15. Provides training for Air Staff/Secretariat Action Officers in operation of the PPBS exercise process.
- 24.4.2. For the Directorate, this Division:
 - 24.4.2.1. Analyzes and studies topics of special interest to the Air Force.
 - 24.4.2.2. Monitors, reviews, and analyzes programming methodologies.
 - 24.4.2.3. Provides liaison with the Resource Allocation Teams tracking and executing program decisions direction through Exercise Guidance.
 - 24.4.2.4. Informs Resource Allocation Teams of Air Force Council (AFC)/CSAF/Secretariat direction.
 - 24.4.2.5. Assists in making sure the Air Force program meets program guidance requirements.
 - 24.4.2.6. Administers review of Program Budget Decisions (PBDs) during the budget cycle.

24.4.2.7. Assists SAF/FMB in preparing the Air Force response to Defense Resources Board (DRB) reprioritization actions and the CSAF and Secretariat for the Major Budget Issues meeting with SECDEF.

24.4.2.8. Reviews draft Defense Planning Guidance (DPG), Joint Strategic Capabilities Plan (JSCP), and the Chairman's Program Assessment (CPA).

24.4.2.9. Helps prepare and coordinate responses to Congressional and public inquiries concerning program analysis.

24.4.2.10. Prepares briefings and special presentations on PPBS process, current program, and cost analyses topics.

24.4.2.11. Provides graphics support.

24.4.2.12. Helps assess the SECDEF's Annual Report to Congress (Defense Report) from a programmatic perspective.

24.4.2.13. Records and distributes AFC program direction.

24.4.2.14. Maintains record of AFC programmatic and fiscal guidance.

24.4.2.15. Assists Director in preparing for MIL 4/5 meetings.

24.4.2.16. Exercises final coordination authority on JCS matters for the Directorate.

★24.5. Manpower Plans Division (AF/PEM). The Manpower Plans Division:

★24.5.1. Develops and directs Manpower career field programs and policies pertaining to recruiting, training, strategic planning and data systems.

★24.5.1.1. Tracks Manpower positions and resources at all levels to ensure availability of needed skills and career opportunities.

★24.5.1.2. Chairs the Senior Enlisted Advisory Council (SEAC).

★24.5.1.3. Develops recruiting targets for enlisted and officer personnel to sustain the career field, Air Force-wide.

★24.5.1.4. Manages the Manpower Management Awards Program.

★24.5.1.5. Develops and maintains the Manpower Strategic Plan and monitors progress in achieving plan objectives.

★24.5.1.6. Controls the Directorate's responsibilities for the vertical manpower data systems (Headquarters Air Force Manpower Data System, Command Manpower Data System, Base Manpower Data System, Air Force Manpower Exercise Data System, the Manpower and Personnel (MANPER) module of the Air Force Global Command and Control System (AFGCCS) and the Deliberate and Crisis Action Planning and Execution System (DCAPES)).

★24.5.1.7. Provides career field direction for all changes to the training curricula for all initial and advanced training.

★24.5.2. Represents the Directorate on all Joint manpower matters.

★24.5.2.1. Programs manpower for initiatives addressed in programming and budgeting exercises that impact on the Combined and Unified Commands, Defense Agencies, Air Force elements and Field Operating Agencies (FOAs).

★24.5.2.2. Serves as the Joint Reader on all actions pertaining to Air Force manpower in the Joint Manpower Program.

★24.5.2.3. Advocates the Air Force Manpower position in all joint forums and prepares decision memoranda and supporting data for senior leadership for use in Tank deliberations.

★24.5.3. Provides Air Force manpower policy, tracking, budgeting, and program control for Management Headquarters and Headquarters Support Activities.

★24.5.3.1. Prepares PB22 Budget Exhibit reflecting Air Force Management Headquarters Program directed by DoDD 5100.73, *Department of Defense Management Headquarters and Headquarters Support Activities*.

24.6. Organization Division (AF/PEO). The Organization Division:

24.6.1. Develops Air Force organizational concepts, policies, structure, and implementing guidance.

24.6.2. Establishes policies on application of organizational terminology and nomenclature.

24.6.3. Prepares and evaluates studies on organizational matters.

24.6.4. Evaluates tests of new or modified standard organizational structures and takes appropriate action.

24.6.5. Issues and maintains a permanent file of current organizational action letters.

24.6.6. Coordinates on mission directives for MAJCOMs, FOAs, and DRUs.

24.6.7. Maintains mission directives and organizational materials published by MAJCOMs, FOAs, and DRUs.

★24.7. Manpower Program Development Division (AF/PEP). The Manpower Program Development Division:

★24.7.1. Establishes and disseminates plans, policies, and procedures governing the effective and economical use of the total manpower resource.

★24.7.2. Develops, administers, and manages overall Manpower involvement in the DoD PPBS.

★24.7.3. Programs manpower for initiatives addressed in programming and budgeting exercises by working directly with the appropriate Panels in the corporate structure, Integrated Process Teams (IPTs), Program Element Monitors, and Staff OPRs.

★24.7.4. Coordinates with the Director on AF/PE actions involving the programming of Air Force manpower with higher authorities in the Executive Branch (OSD/OMB) and the Congress.

★24.7.5. Provides representatives to and participates in OMB and OSD hearings during development of the President's Budget.

★24.7.6. Develops and/or reviews manpower data in planning and programming initiatives by working directly with the Panels, IPTs, Program Element Monitors and Staff OPRs.

★24.7.7. Analyzes approved programs to ensure manpower end strength is consistent with approved program content at the program element code level of detail.

★24.7.8. Allocates manpower in the FYDP to MAJCOMs and FOAs and monitors utilization of the allocated manpower authorizations.

★24.7.9. Develops manpower exhibits/tracks used as justification during all phases of the budget development process (POM/BES/PB) and manages the development of all manpower exhibits not developed by the Program Development Division

★24.7.10. Serves as the Manpower functional focal point for the manpower portion of public announcements.

★24.7.11. Reviews and analyzes proposed actions for impact on macro Air Force manpower resource constraints in all categories of manpower strength (officer/enlisted/civilian).

★24.7.12. Serves as the manpower functional focal point for Interservice Support Agreements.

★24.7.13. Serves as the manpower functional focal point for all Congressional activities impacting end strength to include answering inquiries, tracking and interpreting manpower implications of Congressional actions, orchestrating/preparing

appeals to Congress on manpower and commercial activities issues and preparing and acting as support witness to senior officials for testimony before Congress on end strength related matters.

★24.7.14. Prepares, staffs, and submits Air Force input in the Congressionally mandated Defense Manpower Requirements Report.

★24.7.15. Advises Air Force Issues Team on manpower implications of proposed OSD actions.

24.8. Quality Division (AF/PEQ). The Quality Division:

24.8.1. Assists the SECAF and CSAF in developing and executing the policies and strategies for Quality Air Force (QAF) implementation within the United States Air Force.

24.8.2. Supports MAJCOMs, FOAs, DRUs, and other agencies in QAF implementation.

24.8.3. Serves as the Air Force FP on QAF matters.

24.8.4. Develops programming and budgeting actions associated with QAF.

24.8.5. Administers Air Force participation in the Presidential Award for Quality Improvement Prototype (QIP) Award and the President's Council for Management Improvement (PCMI).

24.8.6. Coordinates with industry to ensure the Air Force approach on quality is understood by suppliers and contractors.

24.8.7. Develops publicity and recognition programs for QAF successes and accomplishments.

24.8.8. Establishes a system to crossfeed "lessons learned."

24.8.9. Prepares and provides presentations on QAF for Air Force activities and national symposiums.

24.8.10. Serves as Air Staff FP for QAF data collection/reporting as required.

24.8.11. Develops and publishes Air Force quality goals.

24.8.12. Develops and publishes quality strategic implementation plans.

24.8.13. Articulates QAF activity to OSD and congress.

24.8.14. Acts as Secretariat to the Air Force Quality Council which is co-chaired by CSAF and SAF/US.

24.8.15. Chairs the Air Force Quality Council Working Group consisting of Quality Advisors to MAJCOM commanders.

24.8.16. Supports HQ USAF QAF implementation efforts with training, education, and consultation.

24.8.17. Provides guidance and support to the Air Force Quality Institute, as required.

★24.9. Manpower Requirements and Utilization Division (AF/PER). The Manpower Requirements and Utilization Division:

★24.9.1. Establishes policies and evaluates use of active duty/ANG/AFRES military, civilian and contract forms of labor, to include military migration initiatives, to accomplish Air Force missions in peace and in war.

★24.9.2. Establishes and disseminates manpower policy, procedures, and guidance on the development of manpower standards, determinants and estimates, functional process improvement techniques, Logistics Composite Model (LCOM) and other simulation technology, macro manpower programming tools, man-hour availability factors, and military grades allocations.

- ★24.9.3. Establishes and validates manpower requirement estimating tools in concert with standardized organization structures.
- ★ 24.9.4. Develops policy and administers the Air Force Suggestion Program.
- ★24.9.5. Develops policies and procedures, provides direction, secures funding, directs and administers the Air Force Fast Payback Capital Investment Program (FASCAP) and Productivity Investment Fund (PIF) Program, and Air Force participation in SECDEF productivity/suggestion awards programs.
- ★24.9.6. Identifies and publishes lists of those Air Force specialties with substantial military wartime shortfalls (Critical Military Skills) and unsatisfactory overseas-CONUS ratios (Unsatisfactory Rotation Index).
- ★24.9.7. Prepares replies to Congressional, Administration, and private sector inquiries about military essentiality and civilianization.
- ★24.9.8. Conducts reviews of Individual Mobilization Augmentee (IMA) authorizations and provides policy guidance concerning approval/disapproval of IMA authorization requests.
- ★24.9.9. Prepares replies for inquiries from GAO, IG, AFSA, and other audits or studies on manpower requirements and productivity.
- ★24.9.10. Develops Air Force wartime manpower planning policy and guidance and serves as the Air Force focal point for all manpower matters during a contingency, emergency, or general war. Provides policy and procedural guidance for the AF Support Force Sizing (FORSIZE) exercise, Base Level Assessment (BLA) and associated Wartime Manpower Planning Process.
- ★24.9.11. Manages the Air Force Commercial Activities (CA) program. Establishes AF policy and reporting requirements for the CA program, ensuring the accuracy of all statements concerning manpower implications of commercial activities. Acts as Air Force focal point in Congressional interaction in CA related matters including congressional announcements and testimony. Programs manpower to reflect Commercial Activities actions.

24.10. Support Division (AF/PES). The Support Division:

24.10.1. Is HQ USAF focal point for:

24.10.1.1. Accomplishing directed programming actions for and managing allocation of all Air Force test aircraft in support of RDT&E. Provides test aircraft force structure position during each major budget cycle and exercise.

24.10.1.2. Disposition of excess Air Force aircraft and development of recommended Air Force disposition plan. Develops recommended authorization for transfer of excess Air Force aircraft.

24.10.1.3. Responding to Congressional inquiries and requests for excess aircraft to include aircraft support for counter drug operations.

24.10.2. Supports the Directorate in monitoring, evaluating, integrating, coordinating, and analyzing the USAF program from development of MAJCOM POMs through all exercises culminating in the submission of the PB to Congress.

24.10.2.1. Programming Cycles and Exercises. In its areas of responsibility, AF/PES:

24.10.2.1.1. Participates in the development of fiscal guidance and constrained force structure baselines.

24.10.2.1.2. Reviews draft Defense Planning Guidance (DPG) and the Joint Strategic Capabilities Plan (JSCP).

24.10.2.1.3. Monitors and evaluates programming actions based on guidance from OSD, SECDEF, CSAF, and MAJCOMs.

24.10.2.1.4. Ensures POM is developed in accordance with DPG, MAJCOM priorities, and fiscal constraints.

24.10.2.1.5. Ensures coherent resource allocation policy within budgetary constraints across Resource Allocation (RA) Teams and functional areas to maximize effective use of resources and ensure adequate force structure.

24.10.2.1.6. Reviews the CPA and develops and coordinates responses to the PDM.

24.10.2.1.7. Analyzes impact of programming decisions and provides feedback to Director. Prepares Director for cycle and exercise reviews.

24.10.2.2. Budget Review Cycles and Exercises. In its areas of responsibility, AF/PES:

24.10.2.2.1. Assesses potential programming issues arising from budget refinement activities.

24.10.2.2.2. Interfaces with OSD and other agencies on issues to develop written and coordinated USAF positions in response to budgeting initiatives.

24.10.2.2.3. Prepares the Director for Budget Review Group and other Meetings.

24.10.3. Is the primary FP for the Materiel Resource Allocation (RA) Team and the Personnel and Support RA Team during the PPBS cycles and various exercises. Also co-FP with AF/PEF for the Mobility RA Team during the same cycles and exercises. In addition to duties listed above, AF/PES:

24.10.3.1. Monitors and coordinates programming activities of the Materiel and Personnel and Support RA Teams and other RA Teams to ensure coherent resource allocation programming across FYDP in accordance with the PPBS.

24.10.3.2. Analyzes impact of programming decisions and force structure requirements on major force programs and assesses viability of those programs to meet requirements.

24.10.3.3. Develops and provides programming recommendations by working directly with the Materiel, Personnel and Support, and Mobility Teams, Program Element Monitors, and other staff OPRs.

24.10.3.4. Monitors the USAF program associated with readiness, sustainability, logistics support, Research and Development, and other planning and programming categories.

24.10.3.5. Prepares studies on force modernization in applicable aerospace vehicle programs, identifies implications, recommends modification actions and replacement policies. Provides guidance and assumptions in preparing projections, program cycles, and exercises.

24.10.4. Is the Directorate's functional OPR for the disciplines of acquisition, maintenance, logistics, civil engineering, medical, and training and personnel/manpower issues not assigned to AF/PEP and AF/PEM.

24.10.4.1. Monitors and evaluates Air Force functional area programs for balance, phasing, and feasibility in relation to national resources, strategy, and policy.

24.10.4.2. Participates with all RA Teams to help facilitate issue resolution and ensure timely programming completion for all cross-cutting issues that affect the assigned disciplines.

24.10.4.3. Analyzes and assesses major acquisition programs for their viability to meet cost, schedule and performance requirements.

24.10.4.4. Evaluates programming issues on all matters pertaining to maintenance and logistics support concepts/policies, especially major changes such as two-level maintenance and depot consolidation.

24.10.4.5. Participates in War Mobilization Plan (WMP-5) development in the areas of maintenance and logistics support.

24.10.4.6. Identifies alternatives to ensure the allocation of resources between force structure requirements and major acquisition programs provides maximum utility.

24.10.4.7. Supports development and evaluates the total Air Force Civil Engineering budget throughout the PPBS, including the POM, BES, summer budget reviews, repricing exercises and interface with OSD and SAF/FMB during the PBM exercise, and prepares support Air Force position on PBD reductions.

24.10.4.8. Monitors all active and reserve forces Military Construction (MILCON) programs for integration, feasibility, timing, and survivability in the PPBS process.

24.10.4.9. Serves as FP for:

24.10.4.9.1. Integrating Air Force infrastructure operations and maintenance program cross cutting initiatives across Air Staff and RA Teams to all active and reserve forces.

24.10.4.9.2. Integrating all environmental and pollution prevention cross cutting programs across Air Staff and RA Teams.

24.10.4.9.3. Integrating Military Family Housing construction, maintenance/repair and operations across all RA Teams.

24.10.4.9.4. Integrating Base Operating Support across all Air Force and RA Teams to assure adequate funding within fiscal constraints.

24.10.4.10. Monitors and analyzes Defense Health Program (DHP) budget, both TOA and manpower end strengths, for adequacy to meet Air Force requirements. Directorate FP for all issues/matter pertaining to medical programs such as CHAMPUS, Coordinated Care Program (CCP), direct care benefits, etc.

24.10.5. Receives, distributes, evaluates, and provides liaison for all Statements of Need (SON), Program Management Directives (PMD), Mission Need Statements (MNS), Joint Mission Need Statements (JMNS) and Operational Requirements Documents (ORD).

24.10.6. Supports the Director in representing the Air Force at MIL-5 meetings and on the DoD Medical Review Committee.

24.11. Resource and Program Analyses Division (AF/PEY). The Resource and Program Analyses Division:

24.11.1. Provides analysis and evaluation for the following areas:

24.11.1.1. Infrastructure to include facility requirements, consolidation and repair activities, and Base Closure efforts.

24.11.1.2. Operations and Support to include maintenance, operations, logistics and rated management issues.

24.11.1.3. Investment to include science and technology, development, procurement, and modification programs.

24.11.1.3.1. Performs Cost and Operational Effectiveness Analyses (COEA) and provides affordability assessments to support Acquisition milestone decisions.

24.11.1.3.2. Supports Acquisition Program Executive Officer (PEO) Portfolio reviews.

24.11.1.4. Databases supplied by OSD including Defense Program Projection (DPP) and Force Acquisition Cost System (FACS).

24.11.2. Performs tooth-to-tail analyses on Air Force programs.

24.11.3. Performs six pillar analyses.

24.11.4. Analyzes resources associated with program changes. Develops force structure and resource relationships.

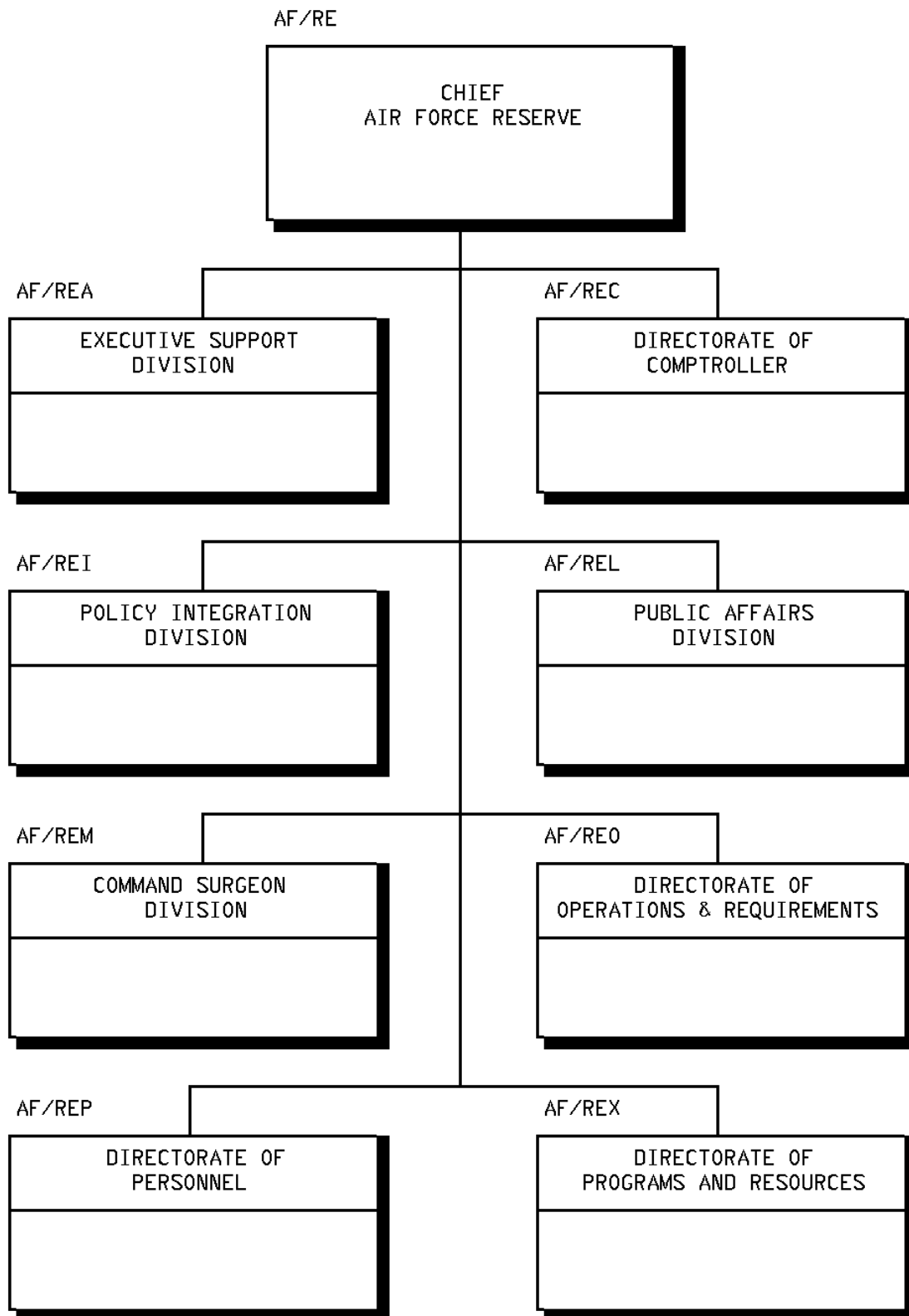
24.11.5. Assigns program elements to the appropriate GR-GP teams for the Air Force. Also assigns Defense Mission Codes (DMCs), Mission Category Codes (MCCs) and infrastructure codes to GR-GP teams.

24.11.6. Develops resource and analysis methodologies and decision aids.

- 24.11.7. Publishes the Air Force guide to Program Analysis for AF/PE.
- 24.11.8. Coordinates Mission Area Plans (MAPs) to ensure integration into the FYDP.
- 24.11.9. Analyzes historical budget trends to include outlay and obligation rates and provides fiscal guidance analyses for AF/PE.
- 24.11.10. Works with GR-GP team members to provide analysis and develop options on resource allocation activities and issues.
- 24.11.11. Performs system analyses of the Air Force resource allocation process as assigned by AF/PE.
- 24.11.12. Performs analyses of Special Access Programs as required.
- 24.11.13. Sponsors research projects for PME students/Rand Fellows as required.
- 24.11.14. Provides analytical support to SAF/FM during Summer Budget Review of Air Force programs.
 - 24.11.14.1. Reviews program office funding execution and obligation to identify excess resources.
 - 24.11.14.2. Ensures consistency between operational requirements and funding.
- 24.11.15. Coordinates with other AF/PE divisions on forces, manpower and budget issues.
- 24.11.16. Perform trade-off analyses to establish balance between maintaining a ready force for today and ensuring a relevant force for tomorrow.
- 24.11.17. Provides real-time analysis and final assessment on POM, BES and PB exercises.
- 24.11.18. Provides analyses of PDMs and Program Budget Decisions (PBDs).
- 24.11.19. Provides analysis of impacts driven by congressional authorization and appropriation bill decisions.
 - 24.11.19.1. Supports reclama activities.
 - 24.11.19.2. Responds to congressional language direction.
- 24.11.20. Develops metrics in conjunction with MAJCOMs and Air Staff to ensure that cost, schedule and performance measures of merit allow the Air Force to acquire the most capability in a constrained resource environment.
- 24.11.21. Performs end-to-end architecture analysis to ensure systems and functions support the warfighter's need.

Chapter 25
CHIEF OF AIR FORCE RESERVE (AF/RE)

★Figure 25.1. Organization Chart for the Chief of the Air Force Reserve.



25.1. Chief of Air Force Reserve (AF/RE). The Chief of Air Force Reserve is the principal advisor to the Chief of Staff on Air Reserve matters and is responsible for developing and directing plans, policies, programs, and procedures for managing reserve activities in the Air Force. Serves as Commander, Air Force Reserve and is responsible for over 82,000 people.

25.1.1. Maintains joint responsibility with the National Guard Bureau as coequal staff agencies, each responsible to the Chief of Staff for a single reserve component. As there is no single office responsible for Reserve Forces, matters pertaining to both reserve components must become the joint responsibility of the National Guard Bureau and the Office of Air Force Reserve.

25.1.2. The Staff of this Office:

25.1.2.1. Assists the Chief of Air Force Reserve in realizing his vision for the Air Force Reserve. Maintains a quality, customer-oriented relationship with Congress, Office of the Secretary of Defense (OSD), Joint Chiefs of Staff (JCS), the Services, and other US and foreign agencies working in conjunction with the Chief of Air Force Reserve or his deputy. Facilitates timely and accurate communications to/from the Chief of Air Force Reserve.

25.1.2.2. Is responsible for the administration of the Chief of Air Force Reserve office. Duties include: quality control of all correspondence flowing into/out of the Office; control and editing of material ranging from routine staff actions and performance reports to sensitive general officer communications; writing correspondence for general officer signature; and tracking decisions and issues involving United States Air Force Reserve (USAFR) programming and operational activities.

25.2. Executive Support Division (AF/REA). The Executive Support Division manages administrative support functions for the offices of AF/RE. Specifically, this Division:

25.2.1. Performs quality control to ensure that the staff complies with specified administrative procedures and directives as they apply to correspondence preparation for Command Section actions.

25.2.2. Is responsible for the routing and referral of correspondence and messages to the appropriate office for action or information.

25.2.3. Establishes, controls, and monitors suspense actions on all correspondence.

25.2.4. Receives and dispatches official correspondence and messages (both classified and unclassified) and mail (including certified and registered).

25.2.5. Is responsible for unit personnel functions to include: in-processing/out-processing, military awards and decorations, officer performance report (OPR) and enlisted performance report (EPR) processing, duty title changes, rating official changes, military leave accounting, unit strength documentation, weight control/fitness program, civilian appraisals, time and attendance, computer training, and the summer hire program.

25.2.6. Is the agency Security Manager. Manages the Sensitive Compartmented Information billets.

25.2.7. Performs the supply management functions for AF/RE. Maintains accountability for all assigned equipment; serial and automatic data processing (ADP).

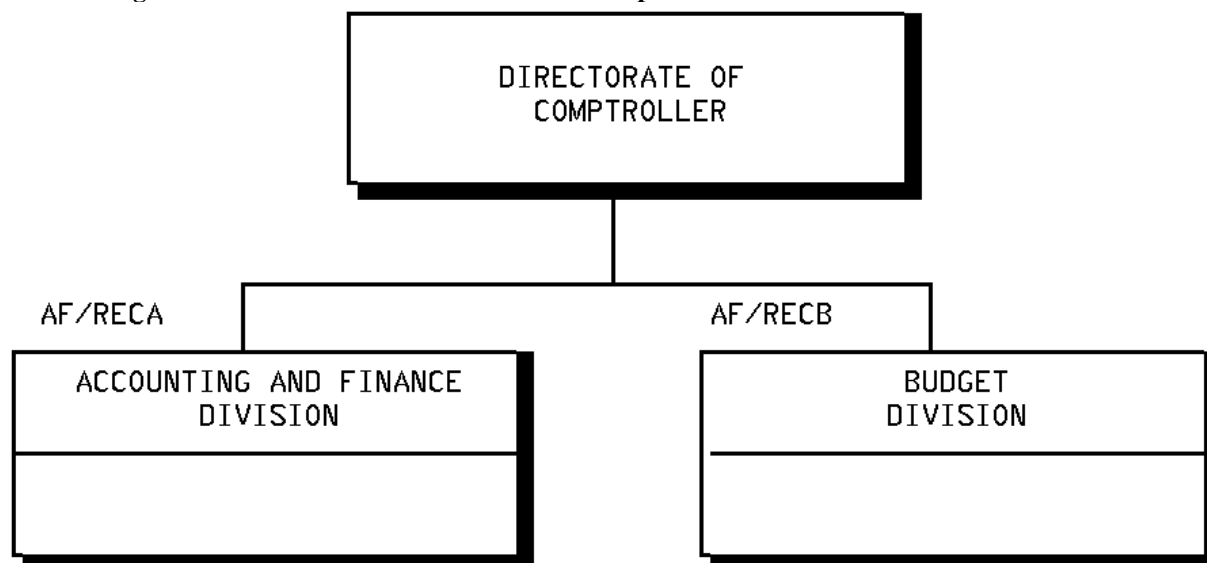
25.2.8. Manages the AF/RE Copier Program. Budgets, approves, provides maintenance, and monitors all copier usage.

25.2.9. Reviews and processes all requests for telephone service.

25.2.10. Reviews and processes all requests for space services; painting, construction, electrical work, carpet replacement, purchase of office furniture and office renovations.

25.2.11. Is the official Customer Account Representative (CAR) for publications and forms for AF/RE.

25.2.12. Serves as the focal point (FP) for all special projects, e.g., Air Force Aid Society, Combined Federal Campaign and Air Force Association.

Figure 25.2. Organization Chart for the Directorate of Comptroller.

25.3. Directorate of Comptroller (AF/REC). The Director and Command Comptroller is the principal financial management officer on Air Force Reserve matters and is responsible for developing and directing the plans, policies, programs and procedures, as well as managing and executing the total Air Force Reserve fiscal activities activities. The individual is responsible for Air Force Reserve Budget of over \$2,200,000,000. The incumbent of the position simultaneously serves as the HQ USAF/REC, ARPC, and AFRES Comptroller. Specifically, the Directorate of Comptroller:

25.3.1. As Air Staff Office of Primary Responsibility (OPR):

25.3.1.1. Develops the USAFR budget incorporating guidance and directives received from the Congress, Office of Management and Budget (OMB), OSD, and the Air Staff.

25.3.1.2. Presents and defends USAFR budget requests before Air Staff, OSD, OMB, and Congressional review authorities.

25.3.1.3. Controls USAFR appropriated funds and allocates funds to operating offices.

25.3.1.4. Establishes financial management policies and procedures for all USAFR appropriated funds to include determinations on the proper use of funds.

25.3.1.5. Reviews, establishes, represents, and provides liaison on financial matters, accounting and entitlements for the USAFR to other Air Staff activities, the Defense Finance and Accounting Service (DFAS), and the Air National Guard (ANG).

25.3.1.6. Establishes USAFR policies and procedures for the Internal Management Control Program and prepares the USAFR Annual Statement of Assurance required by the Federal Manager's Financial Integrity Act (FMFIA).

25.3.2. As Air Staff point of contact (POC), this Directorate:

25.3.2.1. Develops, maintains, and presents analysis and evaluation of Air Force Reserve performance regarding programmed objectives.

25.3.2.2. Develops cost models for evaluating program initiatives and assessing impact of program and force structure changes.

25.3.2.3. Exercises technical supervision over the USAFR budget segment of the Department of Defense (DoD) Future Year Defense Program.

25.3.2.4. Forecasts financial requirements in response to the Program Objective Memorandum (POM) and Program Decision Memorandum (PDM) exercises.

25.3.2.5. Develops and submits requests for supplemental appropriations and reprogramming actions.

25.3.2.6. Represents the USAFR on financial matters with the General Accounting Office (GAO), Office of the Secretary of Defense (Inspector General), Auditor General of the Air Force (SAF/AG), and Treasury.

25.3.2.7. Provides USAFR inputs for Per Diem, Travel, and Transportation Allowances Committee actions.

25.3.3. For the Chief of Air Force Reserve, this Directorate:

25.3.3.1. Assists the AF/RE staff and operating offices on financial resources matters.

25.3.3.2. Establishes, supervises, and implements Air Force Reserve financial programs according to Air Force Financial Management Comptroller policies and Air Force Reserve programs and objectives.

25.3.3.3. Issues calls for estimates, financial guidance, and other data essential to budget planning.

25.3.3.4. Acts as FP on all OSD Program Budget Decisions (PBDs) which affect the Air Force Reserve; prepares all appeals.

★25.3.3.5. Establishes and maintains review and evaluation procedures on all budget authority received and accomplishes reporting requirements established by Air Force Financial Management Comptroller, OSD, OMB, and the Congress.

★25.3.3.6. Conducts analysis and prepares special studies on the execution of Air Force Reserve appropriations.

★25.3.3.7. Designs, develops, and monitors Air Force Reserve implementation of pay and accounting systems prescribed by USAF.

★25.3.3.8. Acts as the USAFR central FP for all GAO, DoD(IG), and SAF/AG audits.

★**25.4. Policy Integration Division (AF/RED).** The Policy Integration Division is the policy integration manager for the Chief of Air Force Reserve and is responsible to advise and assist the Chief of Air Force Reserve in carrying out responsibilities for the overall development of policies and strategic planning for the Office of Air Force Reserve.

25.4.1 As the Air Staff OPR, this office:

25.4.1.1 Develops, coordinates and integrates policy on issues concerning the Air Force Reserve.

25.4.1.2 Assists the Chief of Air Force Reserve in fulfilling statutory responsibility as outlined in Title 10, United States Code to Congress for maintaining and reporting the readiness of Air Force Reserve forces and individuals.

25.4.1.3 Assists the Chief of Air Force Reserve in integrating diverse and competing recommendations into a unified direction for the Air Force Reserve.

25.4.1.4 Reviews and integrates staff program requirements and policies to ensure that Air Force Reserve strategic goals and objectives are consistent with DoD and Service policy.

25.4.1.5 Advises the Chief of Air Force Reserve on strategies for presenting AF programs to OSD, OMB, and the Congress.

25.4.1.6 Prepares material in defense of resources, force structure, and associated funding to the Air Staff, OSD and the Congress to support the mission of the Air Force Reserve and the implementation of policy.

25.4.2 For the Chief of Air Force Reserve, this division:

25.4.2.1 Is responsible for strategic planning and assessing Air Force Reserve roles in changing international defense requirements.

25.4.2.2 Coordinates policy and provides management guidance for integrating USAFR programs to AF/RE, Air Staff, HQ AFRES, ARPC and others.

25.4.2.3 Testifies before Congressional committees or high level interest groups regarding Air Force Reserve issues.

25.4.2.4 Acts as the single Air force Reserve focal point for legislative issues.

25.4.2.5 Interacts with the Department of Defense, Secretariat of the Air Force, Air Force, Congressional Members and staff, Air Force Reserve units, Air Force Association, Reserve Officers Association, other Professional Associations and non-governmental organizations, as required.

25.4.2.6. Monitors the development of Congressional Legislation on Air Force authorization and appropriation actions.

25.4.2.7. Drafts testimony for presentation before Congressional Authorization and Appropriations Committee. Reviews and edits transcripts of Congressional testimony.

25.4.2.8. Responds to all Congressional inquiries to include formal requests from Congressional staffers and requests for more information for inclusion in the Congressional record.

25.4.2.9. Interprets and evaluates Congressional intent as contained in the language of Public Law and Congressional reports.

25.5. Public Affairs Division (AF/REL). The Public Affairs Division:

25.5.1. As Air Staff OPR, this Division:

25.5.1.1. Provides policy guidance to HQ Air Force Reserve (HQ AFRES) and HQ Air Reserve Personnel Center on public affairs plans and programs.

25.5.1.2. Acts as oversight and provides editorial support for the publication of USAFR publications.

25.5.2. As Air Staff POC, this Division monitors Air Force Reserve Public Affairs and Information programs according to SAF/PA policies and objectives and acts as Special Assistant to SAF/PA.

25.5.3. For Chief of Air Force Reserve, this Division:

25.5.3.1. Develops and implements USAFR Public Affairs plans, programs and policies.

25.5.3.2. Maintains liaison with national communications media, civil organizations, Congress, and the National Guard Bureau. Reviews Congressional testimony for clarity and editorial correctness.

25.5.3.3. Acts as OPR for AF/RE on all security review matters assigned by SAF/PAS.

25.5.3.4. Prepares briefings, speeches, and messages for the Chief of Air Force Reserve and his deputy.

25.5.3.5. Distributes policy and guidance to all Senior Air Force Reserve offices through print and electronic means.

25.5.3.6. Provides public affairs guidance and advice to the Chief of Air Force Reserve, his Deputy and Staff.

25.6. Command Surgeon Division (AF/REM). The Command Surgeon Division:

25.6.1. As Air Staff OPR, this Division:

25.6.1.1. Is responsible to AF/RE for oversight of all Air Force Reserve Medical Service (AFRMS) policies, programs, and personnel issues.

25.6.1.2. Establishes AFRMS policy and provides central oversight of HQ AFRES/SG and HQ ARPC/SG in the implementation of AFRMS policies and programs.

25.6.1.3. Oversees development and monitors implementations of HQ AFRES/SG medical unit programs. Coordinates within HQ USAF/RE, HQ USAF/SG, and DoD offices to ensure the following areas are addressed:

25.6.1.3.1. Appropriate manning levels.

25.6.1.3.2. Development of mission statement.

25.6.1.3.3. Logistical mobilization requirements.

25.6.1.3.4. Design and support of training programs to meet defined wartime requirement.

25.6.1.4. Oversees development and monitors implementation of HQ ARPC/SG medical managed programs and coordinates within HQ USAF/RE, with the Air Force Surgeon General and DoD offices to ensure the following areas are addressed:

25.6.1.4.1. Specific programs that use Individual Mobilization Augmentee (IMA) and Pretrained Individual Manpower (PIM) resources.

25.6.1.4.1.1. Urgent manning.

25.6.1.4.1.2. Mobilization procedures.

25.6.1.4.2. Recruitment/retention incentive programs.

25.6.1.5. Coordinates with the Office of the Assistant Secretary of Defense (OASD) Reserve Affairs/Health Affairs, HQ USAF/SG, and major commands (MAJCOMs) to ensure existing and proposed authorizations are driven by wartime requirements.

25.6.1.6. Monitors and staffs recruiting and retention policies related to medical unit and mobilization augmentee personnel.

25.6.1.7. Updates quarterly manpower spreadsheet which reflects status of overall medical program manning (active duty, Reserve, and Guard).

25.6.1.8. Develops and coordinates medical portions of financial plans and budgets within HQ USAF/RE, with the AF/SG, and other DoD offices. Initiates justification for reallocation of resources for medical programs.

25.6.1.9. Reviews and coordinates on DoD studies which have an impact on Air Force Reserve medical programs.

25.6.1.9.1. Monitors study activity to ensure that Reserve medical programs are appropriately represented.

25.6.1.9.2. Facilitates data acquisition by coordinating with and providing appropriate taskings for HQ AFRES/SG and HQ ARPC/SG.

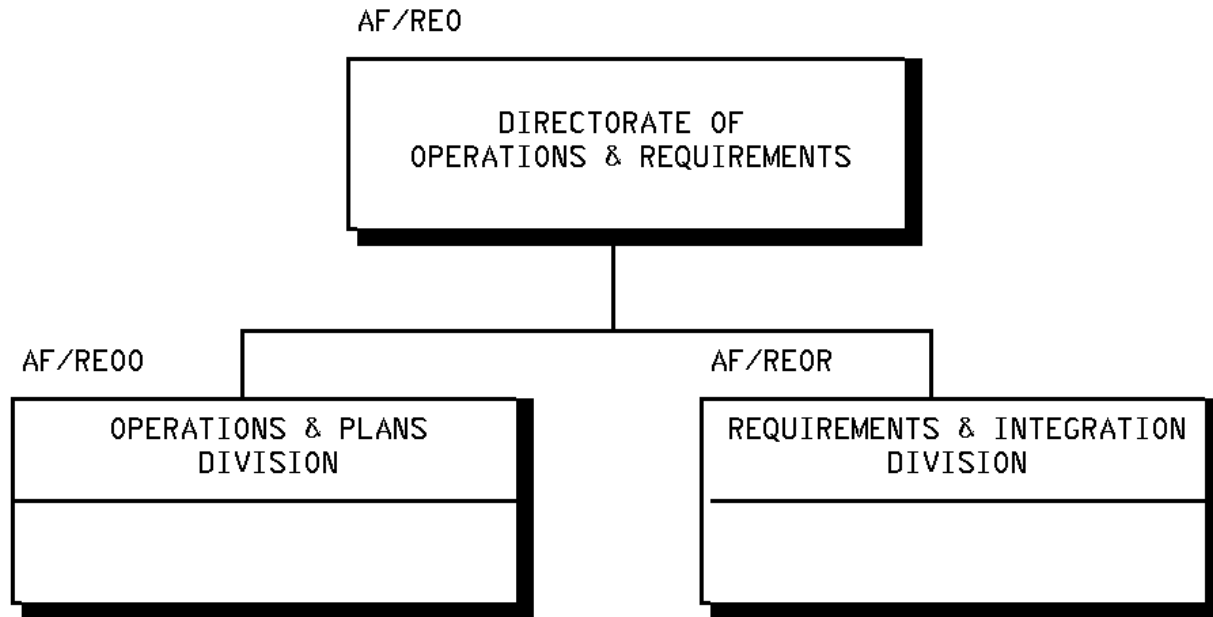
25.6.1.10. Coordinates age and dependency waivers.

25.6.1.11. Coordinates and provides medical expertise in the review of incapacitation/LOD compensation.

25.6.1.12. Facilitates dialogue with other Reserve Component Medical representatives for stating program initiatives, addressing concerns that have an impact on medical mission(s), and exploring areas where resources can be shared.

25.6.1.13. Provides administrative coordination for medical IMAs assigned to HQ USAF/SG.

25.6.1.14. Represents Reserve medical programs at meetings and conferences.

Figure 25.3. Organization Chart for the Directorate of Operations and Requirements.**25.7. Directorate of Operations and Requirements (AF/REO).** The Directorate of Operations and Requirements:

25.7.1. As Air Staff OPR, this Directorate:

25.7.1.1. Provides for supervision and planning of all Air Force Reserve combat and support units.

25.7.1.2. Develops operational and requirements policy for the Air Force Reserve.

25.7.1.3. Provides coordination assistance and Air Staff liaison for USAFR Security Police and Communications units.

25.7.1.4. Proposes and assesses new Air Force Reserve missions.

25.7.1.5. Develops planning policy for the Air Force Reserve.

25.7.1.6. Monitors and develops policy for Air Force Reserve flight simulator programs for Air Force Reserve weapon systems.

25.7.1.7. Directs and approves the activities of the Air National Guard Air Force Reserve Test Center (AATC) including Operational Test and Evaluation (OT&E), Tactics Development and Evaluation (TD&E), and other assessments.

25.7.1.8. Ensures timely upgrade of Air Force Reserve's Air Combat Command (ACC) and Air Mobility Command (AMC) gained aircraft throughout their life-cycle.

25.7.1.9. Provides Air Force Reserve interface with civilian contractors for potential and approved aircraft and hardware modifications.

25.7.1.10. Identifies "off-the-shelf" technologies to support valid Air Force Reserve requirements.

25.7.1.11. Prepares and coordinates Program Management Directives (PMDs) for Air Force Reserve programs.

25.7.1.12. Serves as Air Force Reserve FP for Air Staff validation of Mission Need Statements (MNS).

25.7.1.13. Directs and performs technical assessments of emerging technologies pertinent to Air Force Reserve Programs.

25.7.1.14. Provides guidance and support throughout the execution of Air Force Reserve programs.

25.7.2. As Air Staff Office of Collateral Responsibility (OCR), this Directorate:

25.7.2.1. Provides coordination assistance and liaison with the Air Staff, gaining commands, and HQ AFRES on all USAFR operational matters, including: assigned weapon systems, counternarcotics, and special operations missions, projects, and associated programs, flight information and directives, airspace use and air traffic control matters, tactical range requirements, and Department of the Air Force and National Military Command and Control Systems interface with the Air Force Reserve.

25.7.2.2. Provides coordination assistance and liaison with the Air Staff, gaining commands, and AFRES on all USAFR operational matters, including: the Joint Strategic Planning System (JSPS) and the Joint Operation Planning and Execution System (JOPES).

25.7.2.3. Provides financial input for requirements programming documents.

25.7.2.4. Provides Air Force representation to the Joint Staff Working Group for Night Vision Devices.

25.7.2.5. Provides input to the Reserve Policy Council, Reserve Officers Association, and Congressional inquiries as required.

25.7.2.6. Assists Air Staff offices with information concerning Air Force Reserve requirements.

25.7.2.7. Provides support to the Air Force Command Post during exercises, operation, and contingencies.

25.7.2.8. Coordinates requirements and development issues with DoD laboratories, Air Logistics Centers, and MAJCOM and Field Operating Agency (FOA) requirements offices.

25.7.2.9. Serves as Air Force Reserve FP for counternarcotics related activities.

25.7.3. As Air Staff POC, this Directorate:

25.7.3.1. Develops and reviews operational planning factors, aircraft use rates, and operational Statements of Need (SONs).

25.7.3.2. Reviews, analyzes, and develops Contingency Support (CS), Defense Guidance (DG), North Atlantic Treaty Organization (NATO) Defense Planning Questionnaire (DPQ), National Military Strategy Document (NMSD) and supporting analysis, Joint Strategic Review (JSR), Air Force Strategy Review (AFSR), Chairman's Program Assessment (CPA), and the Air Force War and Mobilization Plan (AFWMP).

25.7.3.3. Provides USAFR input to the Extended Planning Annex (EPA).

25.7.3.4. Provides USAFR input to the Secretary of Defense (SECDEF) Defense Report, CJCS Posture Statement, and Secretary of the Air Force (SECAF) and Chief of Staff of the Air Force (CSAF) Posture Statement.

25.7.3.5. Participates in the FORSIZE process.

25.7.3.6. Reviews and provides USAFR input to mission area analysis.

25.7.3.7. Reviews OPLANs for impact on USAFR policy.

25.7.3.8. Reviews USAFR input to Air Force and Joint command post exercises, and mobilization and field training exercises when held in conjunction with command post exercises.

25.7.3.9. Participates in the development of USAFR Wartime tasking and deployment basing.

25.7.3.10. Serves as technical liaison to the Resource Allocation Teams.

25.7.3.11. Provides representation on Resource Allocation Teams.

25.7.3.12. Monitors all PMDs.

25.7.3.13. Serves as the Air Force Reserve primary POC to arrange for technical support through outside analysis agencies and special study groups.

25.7.3.14. Responsible for development of Reserve acquisition policies, and integration with active duty acquisition programs.

25.7.3.15. Assists HQ AFRES in developing mission needs statements for Air Force Reserve unique requirements.

25.7.3.16. Serves as Air Force Reserve FP for requirements and acquisitions associated with the Air Force Reserve's 0350 (special appropriations) account.

25.7.4. For Chief of Air Force Reserve, this Directorate:

25.7.4.1. Provides AF/RE members for the Air Force Posture Team and reviews the Air Force Issues Book and Fact Papers for the USAFR.

25.7.4.2. Provides AF/RE members for the following Resource Allocation Teams: Deterrence, Theater OPS/Power Projection, Global Mobility, and Space/C3I.

25.7.4.3. Provides AF/RE members for the Counter Drug Working Team.

25.7.4.4. Develops Continuity of Operations Plan (COP) and performs USAFR Crisis Action Team support for AF/RE.

25.7.4.5. Monitors the USAFR Air Base Operability Program.

25.7.4.6. Reviews impacts of long-range planning actions of force capabilities through the Environmental Protection Agency (EPA), and Joint and Air Force Planning Documents.

25.7.4.7. Provides current operations oversight to AFRES activities.

25.7.4.8. Reviews and monitors the Air Force Reserve Flying Safety Program.

25.7.4.9. Reviews development of Operational Readiness Inspection (ORI) and Management Effectiveness Inspection (MEI) criteria with gaining commands and AFRES.

25.7.4.10. Advises the Chief of Air Force Reserve on the availability and combat readiness of flying and support units.

25.7.4.11. Monitors ORI/MEI dates and results, safety information, Status of Resources and Training System (SORTS) activities, and mobilization planning issues.

25.7.4.12. Represents the Chief at DoD, other military Services, foreign military Services, Air Staff, and MAJCOM requirements meetings.

25.7.4.13. Represents the Chief at F-16 Multi-National Fighter Program (MNFP) activities.

25.7.4.14. FP for all requirements and acquisition activities related to the 0350 account. This includes developing financial strategies, ensuring oversight of aircraft/equipment acquisitions and aircraft modifications managed at HQ AFRES, and integrating Air Force Reserve programs with active duty Air Force and other service programs.

25.7.4.15. Advises the Chief on long-range requirements planning issues.

25.7.4.16. Represents the Air Force Reserve on the Air Force Working Group for Night Vision Devices.

25.7.4.17. Directs/oversees Air Force Reserves unique tests and evaluations and Air Force Reserve participation in USAF and other military services' tests and evaluations.

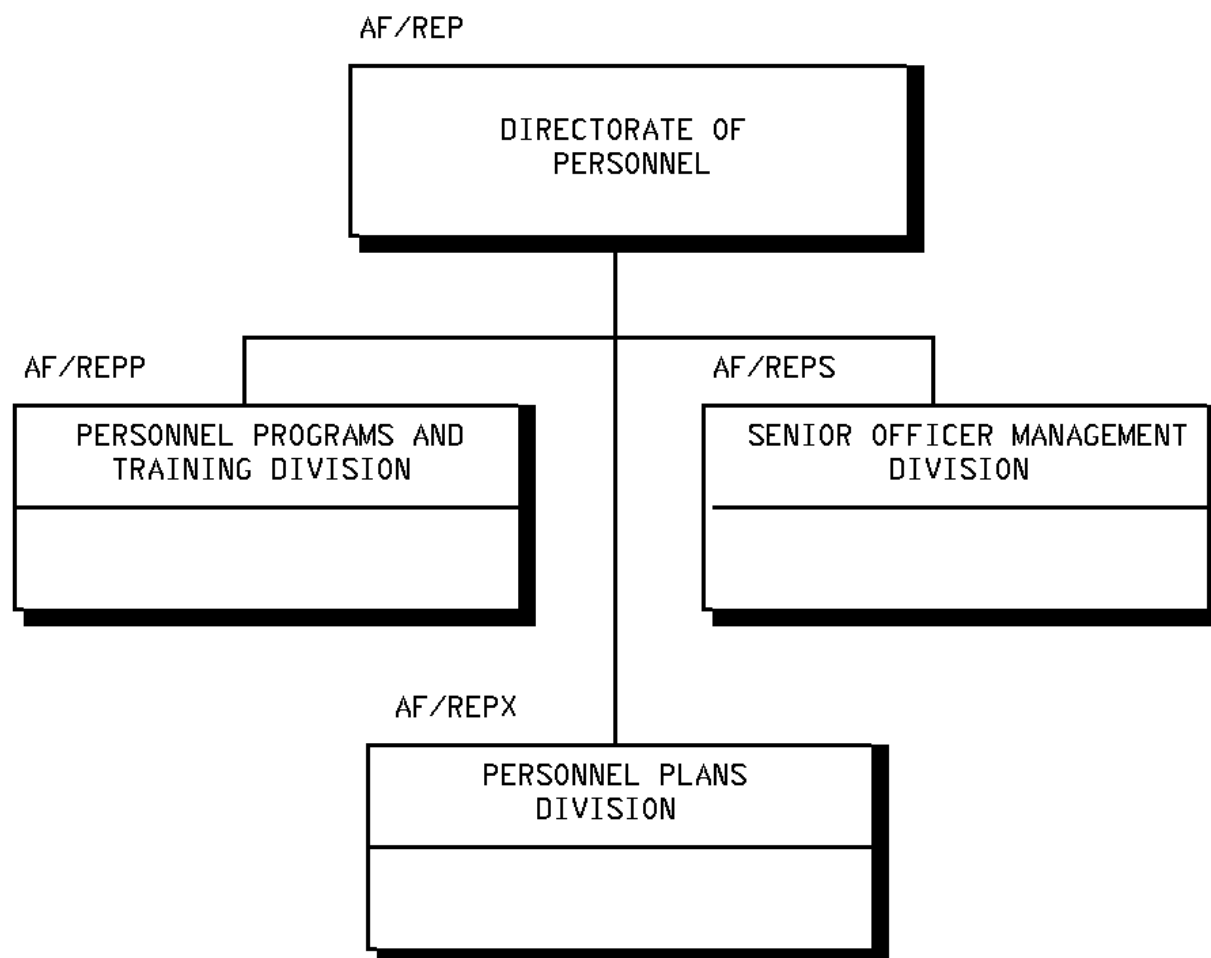
25.7.4.18. Responsible for effective liaison with the F-16 Integrated Weapon System Manager.

25.7.4.19. Responsible for effective liaison with Ogden Air Logistics Center (OO-ALC) on aircraft modification issues.

25.7.4.20. Provides Air Force Reserve interface with Special Missions Operational Test and Evaluation Center (SMOTEC), Air Force Operational Test and Evaluation Center (AFOTEC), and Air Logistics Center (ALCENT).

25.7.4.21. Provides Air Force Reserve interface with Air Staff organizations on matters relating to airlift tactics and training conducted at the Air National Guard Air Force Reserve Tactics and Training Center (AATTC).

25.7.4.22. Responsible for effective liaison with Armstrong Laboratory concerning aircrew training device developments, technological changes and operational applications.

Figure 25.4. Organization Chart for the Directorate of Personnel.**25.8. Directorate of Personnel (AF/REP).** The Directorate of Personnel:

25.8.1. As Air Staff OPR, this Directorate:

25.8.1.1. Prepares and manages the USAFR military personnel and training programs and requirements for the operating and budget years. Prepares the USAFR military personnel and training programs in consonance with AF/REX and AF/REC for the USAF Force and Financial Program. Provides the program element monitor (PEM) for reserve personnel appropriate (RPA) for special school tour mandays, IMA and management and USAFR recruiting/recruiter training.

25.8.1.2. Develops rated officer requirements and inventory projections for the Air Force Reserve and programs undergraduate pilot and navigator production objectives based on these projections. Provides the PEM for undergraduate flight training in the Air Force Reserve.

25.8.1.3. Reviews and publishes the monthly USAFR personnel strength reports for OSD and Air Staff.

25.8.1.4. Forecasts the USAFR military personnel gains and losses and the military personnel grade structure. Formulates procurement policies and develops and prepares budgets for enlistment and reenlistment incentives and proficiency pay programs.

25.8.1.5. Prepares data and testimony and provides backup witnesses to defend or explain the Air Force Reserve military personnel appropriations and programs to Air Staff, OSD, and Congressional review authorities.

25.8.1.6. Responds to inquiries received from Congress, OSD, JCS, and Air Staff for actual and programmed personnel strength data.

25.8.1.7. Develops, reviews, and implements personnel plans, policies, and objectives for strengths, administration, and training of Reserve personnel. Coordinates policy issues with OSD staff. Prepares and coordinates with other Air Staff OPRs in developing Reserve portions of Air Force personnel directives.

25.8.1.8. Serves as FP for policies and procedures for mobilization of individual Reservists including IMAs, Individual Ready Reservists, Standby Reservists, and Retired Reservists.

25.8.1.9. Is responsible for responding to DoD requests for Air Force position on Reserve legislation.

25.8.1.10. Is responsible for USAFR recruiting, utilization, promotion, retention, separation, social actions, awards/decorations, entitlements, morale/welfare/recreation (MW), education and training (i.e., PME, UNT, UPT, technical/aircrew), personnel data systems and strength accounting, school and special tour mandays, rated management, and Air Reserve Technician (ART) policies, plans, and programs.

25.8.1.11. In conjunction with AF/DP, responsible for assignment of USAFR generals. Responsible for operation of Initial Brigadier General Screening Board (IBGSB). Assigns USAFR colonels to brigadier general officer positions in coordination with the gaining and losing agency, and AF/DP. Selects USAFR general officers for membership on Statutory Committee and Boards (SAF, ARFPC, and OSD Reserve Forces Policy Board (RFPB)). Monitors participation, personnel actions, mandays tours, special needs, and retirements on USAFR general officers.

25.8.1.12. Is responsible for centralized management of all USAFR colonels. Is the FP in AF/RE with AFMPC colonel's group on personnel actions affecting active force colonels assigned to AF/RE, HQ AFRES, and Numbered Air Forces (Reserve), and all Reserve Promotion Board membership requirements by requesting nominees from Air Staff, MAJCOMs, and FOAs.

25.8.1.13. Provides staff management technical advice, personnel policy, and implementing directives in all USAFR Statutory Tour Programs authorized under Title 10, United States Codes, Sections 8021, 265, and 678. Responsible for staffing program and assignment priorities to provide qualified officers for Statutory Tour Officer positions in OASD, Office of the Joint Chiefs of Staff (OJCS), Air Staff, MAJCOMs and FOAs. Is the FP in Air Staff on Statutory Tour Program and provides staff management, development, implementation, and continuing direction for the Statutory Tour Airman Programs.

25.8.2. For Chief of Air Force Reserve, this Directorate:

25.8.2.1. Prepares the military personnel strength input for the USAFR budget and operating programs for HQ AFRES (units) and MAJCOMs (individuals).

25.8.2.2. Monitors undergraduate flight training and manday training.

25.8.2.3. Monitors training and personnel strength activities at HQ AFRES and the ARPC; stays aware of the overall posture of the USAFR and prepares necessary reports.

25.8.2.4. Reviews inactive duty Air Force Reserve Officer Promotion Board recommendations.

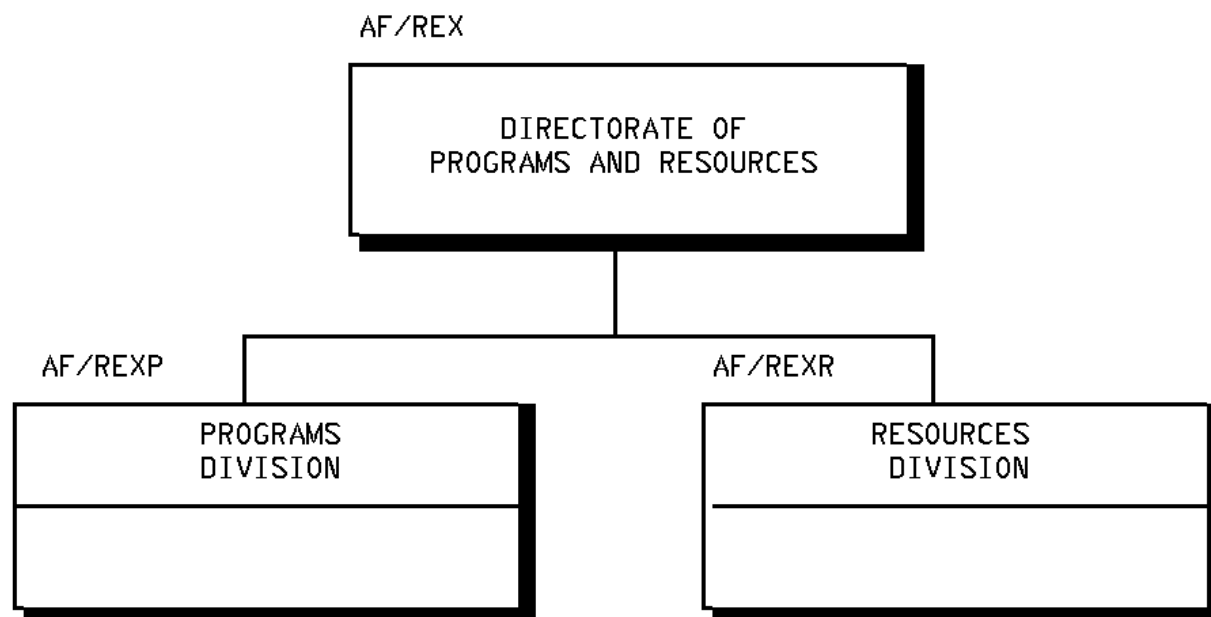
25.8.2.5. Monitors Air Force Reserve plans, policies, and procedures for the Air Reserve Forces Policy Council (ARFPC), and the RFPB.

25.8.2.6. Investigates and answers Congressional, Presidential, and other high level inquiries pertaining to personnel practices and policy in the Air Force Reserve.

25.8.2.7. Analyzes and responds to audit, functional management inspection, and other studies and reports pertaining to USAFR personnel and training matters.

25.8.2.8. Provides USAFR representation on the Air Force Uniform Board.

25.8.2.9. Reviews and makes recommendations on nominations of USAF Colonels for assignment in the Air Force Reserve.

Figure 25.5. Organization Chart for the Directorate of Programs and Resources.

25.9. Directorate of Programs and Resources (AF/REX). The Directorate of Programs and Resources:

25.9.1. As Air Staff OPR, this Directorate:

25.9.1.1. Provides guidance and direction to AF/RE elements in preparing and presenting program exercises during the Planning, Programming, and Budgeting System (PPBS).

25.9.1.2. Prepares plans and policies for Air Force Reserve logistics activities to include depot maintenance, aircraft spares support, equipment requirements, and transportation functions.

25.9.1.3. Develops Air Force Reserve flying hour programs.

25.9.1.4. Evaluates proposed new missions and roles for the Air Force Reserve.

25.9.1.5. Develops Air Force Reserve manpower requirements to support current and proposed systems and programs.

25.9.1.6. Develops Air Force Reserve Depot Programmed Equipment Maintenance requirements for support of weapons systems and equipment.

25.9.2. As Air Staff POC, this Directorate:

25.9.2.1. Provides USAFR input data to Air Force Reserve management studies including RAND Corporation and others.

25.9.2.2. Provides Reserve expertise to the Air Staff, AFRES, ARPC, and numbered Air Forces (Reserve) to implement the Total Force Policy.

25.9.2.3. Assists the Air Staff in all activities for the construction and maintenance of Air Force Reserve facilities.

25.9.2.4. Analyzes facilities for use by Air Force Reserve, other DoD components, or civil operations. Develops necessary support agreements for military or civilian use of facilities at civilian and military airfield installations with Air Force Reserve missions.

25.9.2.5. Coordinates major logistics plans and policy matters with the Air Staff, HQ AFRES, and major commands.

25.9.2.6. Accomplishes all AF/RE manpower and organization actions. Monitors mission and function statements for AF/RE activities of AFPAM 38-102, *Department of the Air Force Organization and Functions (Chartbook)*.

25.9.2.7. Evaluates proposed reserve unit manpower documents of gaining commands. Makes sure that manpower authorizations are adequate in number, grade, and skills to perform assigned missions.

25.9.2.8. Helps to develop Air Force Reserve Manpower and Organization programs by providing proposed Air Reserve Technician and civilian authorizations, Operations and Maintenance Hearing Exhibits, and impact statements. Monitors active duty military authorizations allocated to the Air Force Reserve.

25.9.2.9. Interfaces with other agencies on Reserve forces issues. Coordinates programmed Reserve unit actions and beddown of these forces. Analyzes the proposed forces and systems and evaluates program projections for balance, phasing, and feasibility.

25.9.2.10. Coordinates Air Force Reserve membership on Air Staff teams and committees.

25.9.2.11. Coordinates and responds to inquiries received from Congress, OSD, JCS, and Air Staff on Reserve force program changes.

25.9.3. For Chief of Air Force Reserve, this Directorate:

25.9.3.1. Provides AF/RE member of the Air Force Group.

25.9.3.2. Prepares or helps in specialized studies, articles, correspondence, speeches, and briefings for Reserve programming and manpower matters. Provides testimony for Congressional hearings and posture statements on the Air Force Reserve.

25.9.3.3. Monitors Air Force Reserve civil engineering programs to make sure they comply with legislative, OSD, OMB, and Air Force guidance limits.

25.9.3.4. Monitors civil engineering programs in the Congressional authorization and appropriation phase to make sure that Air Force Reserve requirements are included.

25.9.3.5. Monitors and assists in establishing USAFR Statutory Tour authorizations.

25.9.3.6. Reviews manpower and organizational changes for AF/RE activities and provides input to Air Staff OPR.

25.9.3.7. Periodically updates the Operations and Maintenance (O&M) budget financial data for Depot Maintenance Industrial Fund, supplies, equipment, and aviation fuel for Air Force Reserve.

25.9.3.8. Maintains liaison with Air Staff and HQ AFRES force structure plans, logistics plans, supply, transportation, maintenance, procurement, and program offices of primary responsibility.

25.9.3.9. Prepares manpower-related reports, planning and programming factors, and studies concerning the USAFR.

25.9.3.10. Reviews and monitors Air Staff organizational policies, doctrines, procedures, and planned action including USAF Programming Documents to determine impact on the Air Force Reserve.

25.9.3.11. Helps develop Reserve operational planning factors and flying hour use rates.

25.9.3.12. Assists in preparing planning guidance for activation, inactivation, and moves of USAFR units.

25.9.3.13. Analyzes and prepares AF/RE input for the Base Realignment and Closure Office. Maintains liaison with the Air Staff and HQ AFRES in the realignment and closure process.

Chapter 26

**USAF SCIENTIFIC ADVISORY BOARD
(AF/SB)**

Figure 26.1. Organization Chart for the USAF Scientific Advisory Board.



26.1. USAF Scientific Advisory Board (AF/SB). The United States Air Force (USAF) Scientific Advisory Board:

26.1.1. Provides independent advice to the Secretary of the Air Force and the Chief of Staff on scientific matters of interest to the Air Force and acts in a solely advisory capacity for:

26.1.1.1. Reviewing and evaluating long-range plans for research and development, and advises on the adequacy of the Air Force program.

26.1.1.2. Recommending unusually promising scientific developments for selective Air Force emphasis, and new scientific discoveries or techniques for practical application to weapon or support systems.

26.1.1.3. Making studies aimed at improving the effectiveness of the Air Force research and development program.

26.1.1.4. Serving as a pool of expert advisors, either as individuals or in groups, to Air Force activities.

26.1.2. Consists of non-federally employed civilian scientists and engineers who are appointed/reappointed annually with the approval of the Chief of Staff, Secretary of the Air Force, and the Secretary of Defense.

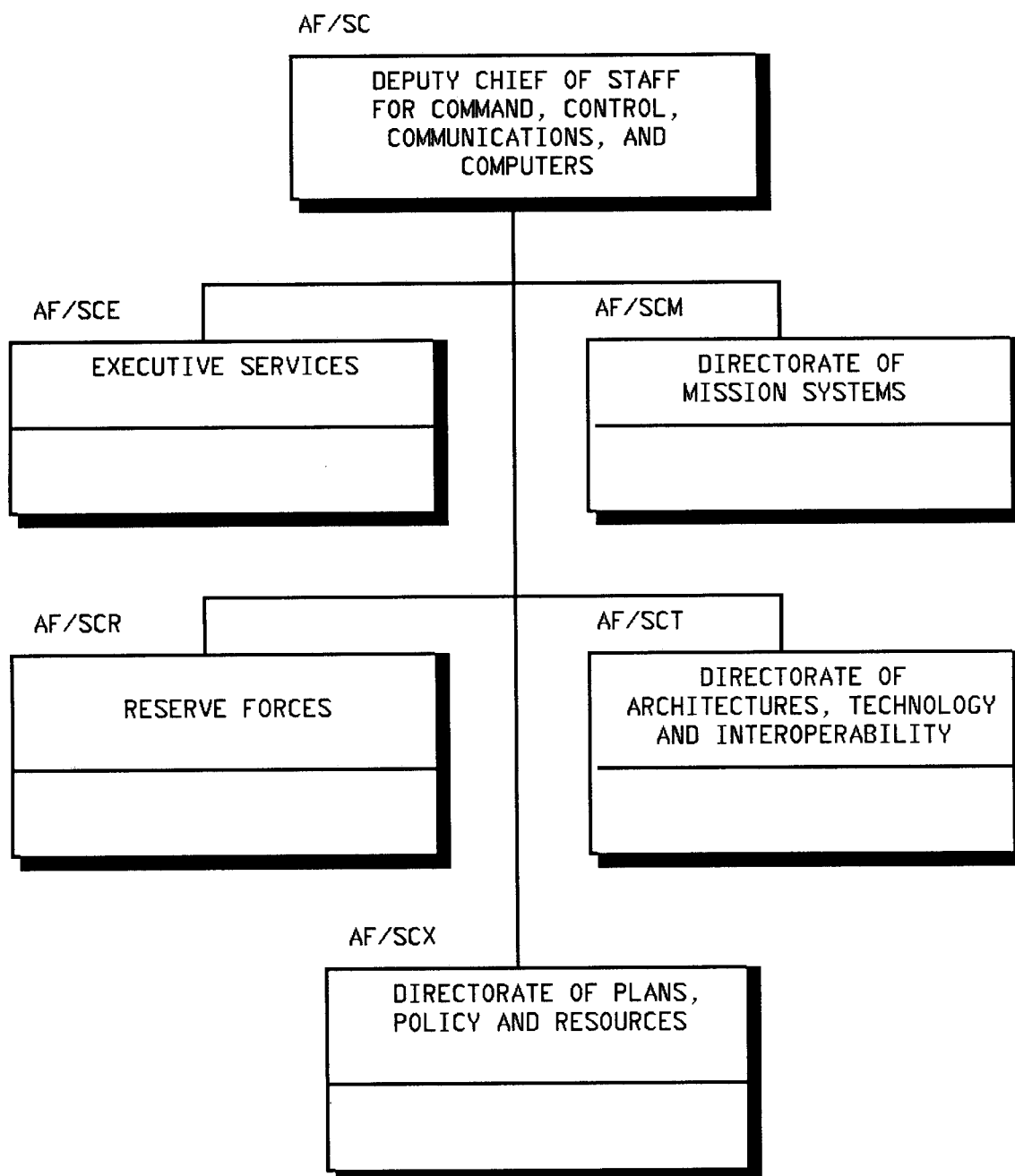
26.1.3. Assistance requests are forwarded by Air Force activities through the Military Director, who is the Principal Deputy Assistant Secretary/Acquisition (SAF/AQ). The requests are subject to approval by a Steering Committee consisting of the Board Chairperson and Vice Chairperson, the Military Director, the Assistant Secretary of the Air Force for Acquisition, Assistant Vice Chief of Staff of the Air Force and the Air Force Chief Scientist.

26.1.4. Reports their findings and recommendations directly to the Secretary and the Chief of Staff. The Military Director monitors the implementation of Air Force actions taken in response to Board activities.

Chapter 27

**DEPUTY CHIEF OF STAFF
COMMAND, CONTROL, COMMUNICATIONS,
AND COMPUTERS
(AF/SC)**

Figure 27.1. Organization Chart for the Deputy Chief of Staff for Command, Control, Communications, and Computers.



27.1. Deputy Chief of Staff (DCS), Command, Control, Communications, and Computers (AF/SC). The Deputy Chief of Staff, Command, Control, Communications, and Computers (C4):

27.1.1. Is responsible to the Chief of Staff for Air Force policy, planning, programming, resource allocation, and program evaluation for the programming, management, use, and security of command, control, communications, computer, and visual information systems.

27.1.2. Acts as the Air Force focal point (FP) for the Military Communications-Electronics Board (MCEB), software management and engineering policy, and programming and planning matters.

27.1.3. Is responsible for oversight and guidance of three Field Operating Agencies (FOAs): The Air Force C4 Agency, the Air Force Pentagon Communications Agency (AFPCA), and the Air Force Frequency Management Agency.

27.1.4. As the Air Staff Office of Primary Responsibility (OPR), this deputate:

27.1.4.1. Is the FP for all matters related to frequency management.

27.1.4.2. Oversees the resources management and information technology management responsibilities of the Air Force Information Resources Management (IRM) Program as delegated by SAF Order 560.1, *The Air Force Information Management Program*, 19 July 1994.

27.1.4.3. Represents the Chief of Staff as executive agent for Air Force satellite communications systems.

27.1.4.4. Serves as general officer, senior representative, for visual information activities as mandated by DoDD 5040.2, *Visual Information (VI)*. Is the executive agent for the Department of Defense (DoD) Motion Media Records Center which the Air Force operates for joint support of all DoD components as mandated by DoDD 5040.3, *DoD Joint Visual Information Services*.

27.1.4.5. Manages the DoD Information Processing Standards Program. Implements the DoD Data Elements and Related Features Standardization Program as directed by DoDD 5000.11, DoDM 5000.12, and DoDI 5000.18.

27.1.4.6. Supports the development and ensures the effective and efficient management of worldwide communications-computer systems supporting the National Command Authorities (NCA) and Air Force C4 requirements.

27.1.4.7. Serves as functional manager for 33XX officer and 33XXX enlisted career fields as well as Communications-Computer Systems Career Program civilians.

27.2. Executive Services Division (AF/SCE). The Executive Services Division:

27.2.1. Provides the products and services required by the DCS, directors, action officers, and support staff to effectively perform their jobs or assigned tasks.

27.2.2. Provides executive-level support for AF/SC, AF/SCX, AF/SCT, AF/SCM, the Air Force Frequency Management Agency (AFFMA), AFC4A, and AFPCA by maintaining correspondence and suspense control, preparing awards and decorations, and processing officer performance reviews and enlisted performance reviews (EPRs). Performs facility management and administrative control of the SC conference room, distributes messages, arranges promotion and award ceremonies, and serves as the ceremony FP for SC.

27.2.3. Provides resources support. Maintains the civilian training program, serves as civilian personnel liaison point of contact, manages stay-in-school program, manages work study program, manages summer program, prepares temporary duty (TDY) orders for AF/SC and AF/SCE and carries out other related travel responsibilities, supports Air Force Reserves (AFRES) and Air National Guard (ANG) general officers and other distinguished visitors.

27.2.4. Prepares correspondence and provides information support in the following areas: space requests, parking control, leave control, telephone control, health, dependent care, copier support, property passes, and Freedom of Information Act.

27.2.5. Manages the weight management program, blood donor program, and suggestion program.

27.2.6. Manages DCS publications, files, and forms.

27.2.7. Acts as supply custodian, Automated Data Processing (ADP) equipment custodian, and American Express Card Program monitor.

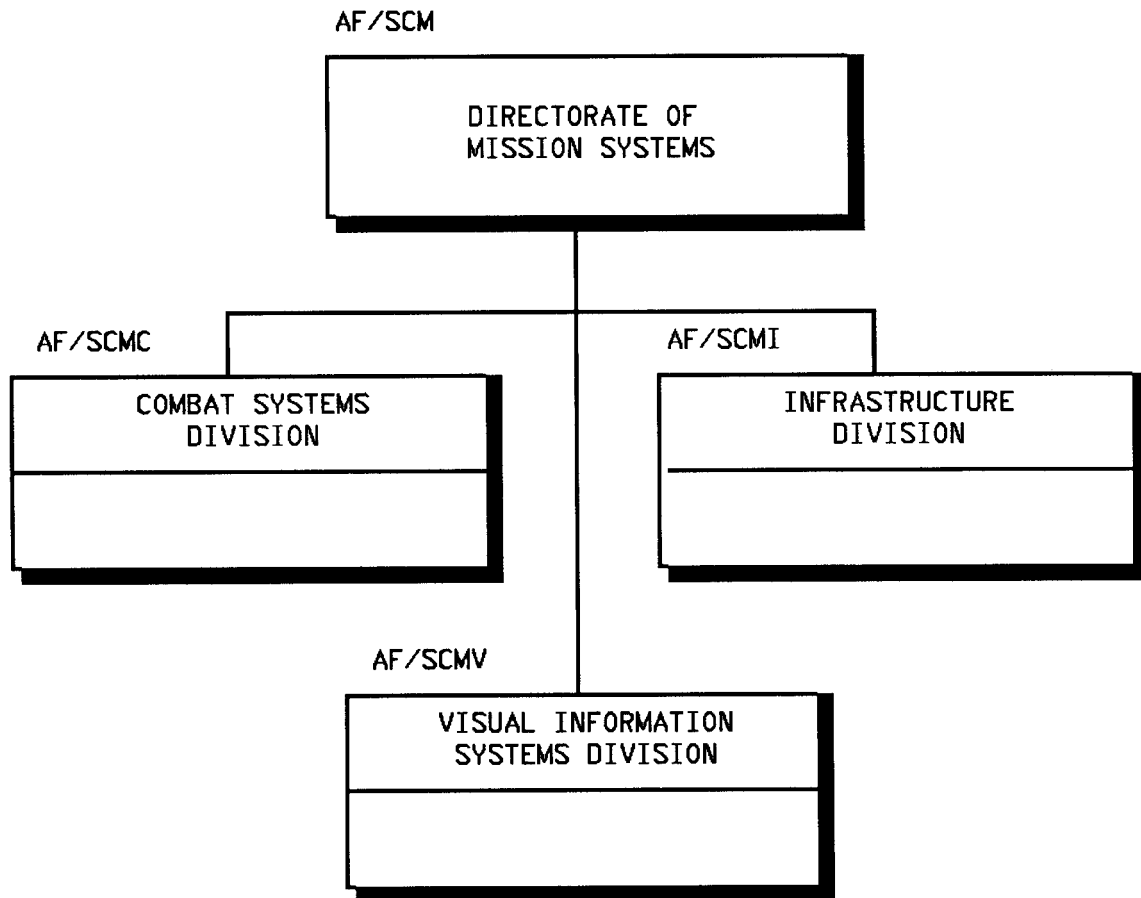
27.2.8. Provides representation to the Air Force Pentagon Enlisted Council.

27.2.9. Processes MilAir support requests.

27.2.10. Manages the security program for SC to include inspections, staff visits, and incident reports. Maintains the security rosters, performs security briefings, acts as approving official for Joint Chiefs of Staff (JCS) and Defense Intelligence Agency (DIA) badges, and acts as the SCI billet monitor, North Atlantic Treaty Organization (NATO) control office, and top secret control officer.

27.2.11. Acts as the database administrator for the Access database on the SC local area network. Duties include controlling and assigning user access, controlling and assigning passwords, tracking applications problems, and providing the systems administrator SC requirements that may result in a modification to the existing system.

27.2.12. Serves as the FP and monitors the development of responses concerning Congressional requests and inquiries.

Figure 27.2. Organization Chart for the Directorate of Mission Systems.**27.3. Directorate of Mission Systems (AF/SCM).** The Directorate of Mission Systems:

27.3.1. Ensures programmatic solutions are implemented to meet the command, control, communications, and computer (C4) needs of the deputate's customers. It is thus the deputate's primary customer support organization.

27.3.2. Ensures--to the extent appropriate to a departmental headquarters--that the Air Force's C4 community is prepared for war and other contingencies.

27.3.3. Implements the general policies established by SCX and the architectures described by SCT.

27.3.4. Acts as the primary point of contact for Air Staff functional areas, major commands (MAJCOMs), and FOAs to satisfy their C4 operational concerns.

27.3.5. Develops/approves United States Air Force (USAF) policies and procedures for the operation of C4 systems.

27.3.6. Assesses the effectiveness of current C4 systems, plans, policy, and applications of technology in satisfying customer requirements.

27.3.7. Monitors current C4 programs and activities and advises SCX/SCT of developments that may be inconsistent with current policies, standards, and architectures.

27.3.8. Sponsors modernization requirements for Air Force-wide C4 systems through validation, approval, and implementation. Assumes full staffing responsibility for these systems throughout their operational lives.

27.3.9. Works inter-MAJCOM prioritization of solutions to C4 requirements and helps MAJCOMs and FOAs prioritize their unique requirements/solutions.

27.3.10. Implements plans by monitoring the fielding of new systems, orchestrating actions of implementing agencies, and providing guidance and direction as necessary. Temporarily reallocates C4 assets to meet near-term operational requirements.

27.3.11. Develops and monitors C4 program elements within the Air Force Planning, Programming, and Budgeting System.

27.3.12. Provides a representative to the Headquarters United States Air Force (HQ USAF) Communications-Computer Systems Requirements Board (CSRB) and its working group for the review and approval of standard systems.

27.3.13. Represents the Air Force in reviewing the transfer of C4 systems and/or services for foreign military sales.

27.3.14. Helps man the Air Force Operations Group (AFOG).

27.4. Combat Systems Division (AF/SCMC). The Combat Systems Division:

27.4.1. Provides combat planning systems and execution systems to all echelons of warfighting airmen (and Commanders-in-Chief (CINCs) as assigned), ensuring the seamless movement of information from the planning systems into and through the execution systems.

27.4.2. Focuses on current and near-term activities regarding such systems, providing guidance to MAJCOM communications staffs and Air Staff operations and acquisition communities to insure all work in concert to enhance the capabilities of these systems.

27.4.3. Serves as a bridge between the warfighting community and the communications architecture.

27.4.4. Assesses the overall ability of the USAF C4 community to support the planning and execution of air power. These assessments include both current and future capabilities based on acquisition efforts.

27.4.5. Acts as the PEM for the following Program Elements:

PE #	TITLE
11313	War Planning ADP - STRATCOM
11316	STRATCOM Communications
11317	PACCS Communications
11321	Special Purpose Comm
11323	Minuteman Comm
21131	US Central Command (USCENTCOM) - Comm
21135	CINC C2 Initiatives
21138	USCENTCOM Activity
27414	Pacific Air Forces (PACAF) C2 Systems
27415	US Air Forces in Europe (USAFE) C2 Systems
27416	Air Combat Command (ACC) C2 Systems
27422	Deployable C3 Systems
27425	Command Communications (ACC)
28010	Joint Tactical Communications Systems (TRI-TAC)
32011	National Military Command Center
32052	NEACP Comm
32053	NMCS-Wide Support - Communications
33151	WWMCCS - ADP
33152	AFC4S
41840	Air Mobility Command (AMC) C2 Support
48080	US Transportation Command (USTRANSCOM) C4 Systems

27.5. Infrastructure Division (AF/SCMI). The Infrastructure Division:

27.5.1. Acts as the Air Staff FP and manager for base-level, intrabase, major command-oriented communications-computer systems, interbase telecommunications programs and systems supporting all non-tactical Air Force functions including command and control.

27.5.2. As Air Staff OPR, SCMI is the FP:

27.5.2.1. For implementing planning and technical solution requirements for base communications infrastructure, including Base Information Digital Distribution System (BIDDS), Base Network Control Center (BNCC), and other base-level modernization issues. Includes developing integration plans for "systems of current systems" to ensure interoperability of those existing systems.

27.5.2.2. For consolidating operational satellite communications technical solution requirements and obtain Air Staff validation. Provides oversight on System Manager tasks assigned to the Air Force under CJCS Memorandum of Policy (MOP) 37. Oversees operational aspects of all military satellite communications systems.

27.5.2.3. For providing programmatic oversight of standard communications-computer systems contracts. Is OPR for standard Air Force systems/programs which include the Base-Level Data Automation Standardization Program, Standard Base Supply System, the Standard Base-Level Computer System, and others, as assigned. Is OPR for all other MAJCOM and FOA command-unique communications-computer systems support. Develops and approves USAF procedures for operational systems.

27.5.2.4. For providing programmatic oversight of all engineering and installation (E&I) issues.

27.5.2.5. For implementing planning and technical solution requirements for communications security (COMSEC), computer security (COMPUSEC), secure voice, red switch, and TEMPEST programs and systems in support of all USAF functions including command and control.

27.5.2.6. For Defense Communications System switched systems including the Defense RED Switched Network (DRSN), Defense Switched Network (DSN)/Automatic Voice Network (AUTOVON), Defense Commercial Telecommunications Network (DCTN), Defense Data Network (DDN), DoD Inter-net Protocol Router Network, and FTS-2000.

27.5.2.7. For Defense Communication System transmission systems including the Defense Information Systems Network (DISN), DCS Pacific (Japan Reconfiguration and Digitization, Hawaii Area Wideband System, Pacific Consolidated Telecommunications Network), DCS Europe (Digital European Backbone, DCS Spain/Italy Reconfiguration), DCS Technical Control Program, and High Frequency (HF) projects (SCOPE COMMAND, Air Force/Navy Consolidation, DoD Mission Area Review).

27.5.2.8. For defense messaging services including the Automatic Digital Network (AUTODIN) and the Defense Message System (DMS).

27.5.3. Acts as Program Element Monitor (PEM) for the following Program Elements (PEs):

PE #	TITLE
11895	Base Communications - Offensive
12895	Command and Base Comm - ADC
27436	E&I - TAF
27595	Base Communications - Tactical Air Force
33112	Air Force Communications
33126	Long-Haul Communications
33129	DMS
33140	Information Systems Security
33144	Electromagnetic Compatibility Analysis Center (ECAC)
33605	Satellite Communications Terminals
35117	Weather Communications
35123	AFC4A Engineering & Installation
35895	Base Communications - Space
35914	E&I - Space

38610	Information Management Automation Program
41842	E&I - AMC
41895	Command and Base Communications - AMC
72895	Base Communications (Logistics)
78029	E&I - AFMC
85760	E&I - AETC
85795	Base Communications (Training)
85895	Base Communications - USAF Academy
87795	Base Communications (Health Care)
91240	E&I - HQ ADMIN
91295	Base Communications (Administrative)
92898	Management Headquarters - ADP Support (OSD)
92998	Management Headquarters - ADP Support (AF)

27.5.4. For the DCS, this Division:

27.5.4.1. Monitors all communications-computer processing systems. Monitors all standard systems under the responsibility of the functional OPRs.

27.5.4.2. Serves as FP for submission of Communications-Computer Systems Requirements Documents (CSRDs) for Air Force standard systems and provides primary member to the Air Force Communications-Computer Systems Requirement Board (CSRB) working group.

27.5.4.3. Serves as the Unit Requirements Officer (URO) for AF/SC communications-computer requirements and FP for AF/SC contact with the Standard System Group and Air Force Pentagon Communications Agency (AFPCA).

27.5.4.4. Acts as primary FP for AF/SC contact with the Defense Information Systems Agency (DISA) and the Air Force Telecommunications Certification Office (AFTCO).

27.5.4.5. Provides qualified Department of the Air Force representation on Communications Systems Industrial Fund (CSIF) Resource Management Committee (RMC) O-6 Working Group; O-6 Military Satellite Communications (MILSATCOM) Management Review Group (MMRG); Joint MILSATCOM Panel (JMP); Joint Tactical SATCOM Working Group; COMSEC, COMPUSEC, TEMPEST, and Secure Voice Research and Development Board; Multi-service COMSEC Steering Committee; and the Defense Communications System Transmission and Switch Systems Joint Program Review Groups.

27.6. Visual Information Systems Division (AF/SCMV). The Visual Information Systems Division:

27.6.1. Acts as the single management office for the Air Force visual information (VI) program as mandated by DoDD 5040.2 and OMB Circular A-130, *Management of Federal Information Resources*, July 15, 1994.

27.6.2. As Air Staff OPR, this Division:

27.6.2.1. Develops and disseminates USAF doctrine, policy objectives and other guidance on VI matters to Air Force Major Commands, Field Operating Agencies and other Air Force organizations. Primary areas of responsibility include Air Force Visual Information Architectures; Base-level Visual Information Services; Electronic Imaging; Combat Camera (COMCAM); Technical Documentation (TECDOC); Audiovisual (AV) production in support of Air Force operations, information, training, and other activities; DoD Motion Media Records Center for which the USAF is the Executive Agent; Air Force Central Visual Information Library, and dedicated VI mission functions in support of specific Air Force mission requirements.

27.6.2.2. Gathers, consolidates, and reports to the Office of the Secretary of Defense (OSD) information as specified in DoDD 5040.2.

27.6.2.3. Is the functional manager for the visual information career fields.

27.6.2.4. Coordinates, monitors, and serves as the Air Staff FP for Combat Camera war planning, contingency planning, and exercises.

27.6.2.5. Is the Air Staff OPR for video teleconferencing policy.

27.6.2.6. Is Air Staff OCR for Air Force Armament Delivery Recording Program.

27.6.2.7. Is the Air Staff FP for all Air Force VI funding. Provides the program element monitor for all VI program element codes.

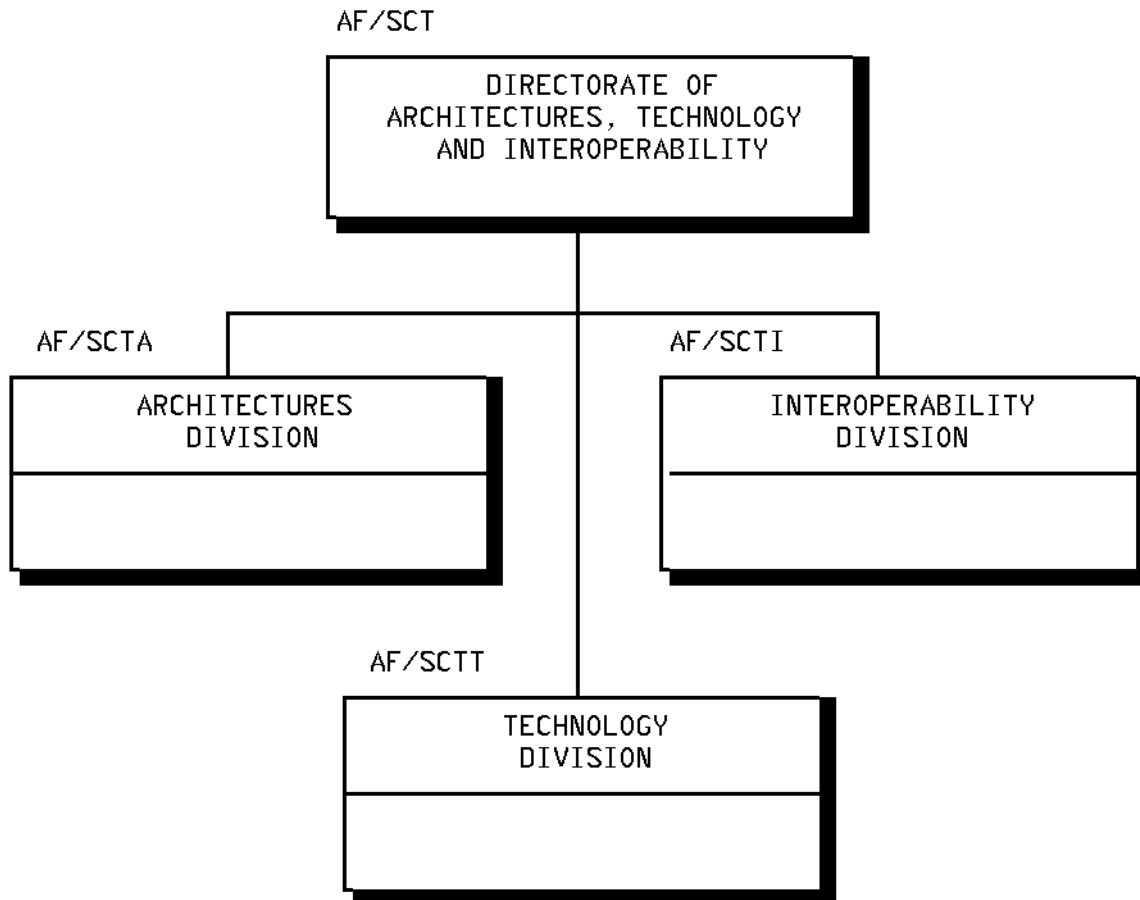
27.6.3. For the deputate, this Division:

27.6.3.1. Recommends the organization, activation, modification, and deactivation of Air Force VI activities and facilities.

27.6.3.2. Represents or provides qualified Department of the Air Force representation on the Defense Visual Information Steering Committee, Defense Visual Information Standards Panel, Defense Visual Information Production Working Group, and Defense Video Teleconferencing Steering Committee.

27.6.3.3. Maintains mobilization plans for Combat Camera capabilities and resources.

27.7. Reserve Forces (AF/SCR). The Reserve Forces Advisor assists AF/SC and the staff in force structure decisions and in the formulation of policies, plans, programs, and regulations affecting the Air National Guard and the Air Force Reserve. The position is provided under Title 10, United States Code, Section 265.

Figure 27.3. Organization Chart for the Directorate of Architectures, Technology and Interoperability.

27.8. Directorate of Architectures, Technology, and Interoperability (AF/SCT). The Directorate of Architectures, Technology, and Interoperability:

27.8.1. Serves as deputate FP for analysis and evaluation of user requirements based on current and future technological capabilities.

27.8.2. Develops architectural models for existing and future systems; processes for analyzing information flow and definition; migration strategies; interoperability and integration standards; modeling and simulation standards and guidance; and evaluates emerging technologies to better support user requirements.

27.8.3. Supports HQ USAF, SAF, OSD, other DoD agencies, Office of the Joint Chiefs of Staff (OJCS), and NATO, and ensure full coordination with other services and federal agencies.

27.9. Architectures Division (AF/SCTA). The Architectures Division:

27.9.1. Serves as Air Staff FP for all matters pertaining to the development and implementation of Air Force Command, Control, Communications, and Computer (C4) Architectures.

27.9.2. Serves as OCR for embedded computer systems matters and modeling and simulation standards and architectures.

27.9.3. Develops long-range architectures to guide acquisition efforts for C4 resources.

27.9.4. Develops guidance for communications-computer systems interoperability, open systems, standards and standardization activities.

27.9.5. Manages the Air Force communications-computer standards programs to include: standards for telecommunications, automatic data processing equipment, and Electronic Data Interchange standards.

27.9.6. Implements *DoD Directive 5000.11*, *DoD Manual 5000.12M*, and *DoD Instruction 5000.12*. Implements standards related to those portions of *DoD Instruction 5000.29*, *Management of Computer Resources in Major Defense Systems*; *DoD Directive 5100.40*, *Administration of DoD Automatic Data Processing Program*; and AFM 171-100, *Automated Data System Standards*.

27.9.7. As the Air Staff OPR, this division:

27.9.7.1. Develops architectures defining technical standards for near-, mid-, and long-range systems planning.

27.9.7.2. Serves as FP for the Air Force Functional Process Improvement effort to define the critical processes necessary for wing- and base-level operation.

27.9.7.3. Functions as the Air Force FP for the DoD Software Reuse Initiative supporting DISA and OSD in transitioning reuse technology to the services. Produces and disseminates Reuse and Software Release Policy for the Air Force.

27.9.7.4. Assesses architectural needs and provides Air Force goals and objectives for achieving sound C4 architectures.

27.9.7.5. Develops and refines the Air Force Command, Control, Communications, Computers and Intelligence (C4I) Capabilities Planning Process.

27.9.7.6. Functions as the Air Force FP for Data Administration.

27.9.7.7. Functions as the Air Force lead for the Software Engineering Steering Group.

27.9.7.8. Participates in selected standards working group meetings and conferences and provides the Air Force vote on proposed standards in the information systems technology area.

27.9.8. For the deputate, this division:

27.9.8.1. Participates as a principal on the Software Reuse Executive Steering Committee.

27.9.8.2. Serves on the Board of Directors for North Atlantic Treaty Organization (NATO) Air Command and Control System (ACCS) Management Organization (NACMO).

27.10. Interoperability Division (AF/SCTI). The Interoperability Division:

27.10.1. Integrates both functional and technical communications, information, data, and imagery architectures into the evolving global infosphere.

27.10.2. Develops transition/migration strategies as well as assesses architectural standards compliance.

27.10.3. Establishes interoperability testing and certification standards; manages the review of communications architectures of the other Services, Defense and Governmental Agencies (primarily those of Defense Information Systems Agency), Office of the Secretary of Defense, Unified, Specified and Combined Commands, and other nations; and assesses the feasibility of implementing same or integrating Air Force architectures with them.

27.10.4. As the Air Staff OPR, this division:

27.10.4.1. Sets interoperability testing priorities for Air Force, Joint, and Combined C4 systems through membership in the Interoperability Testing Steering Group.

27.10.4.2. Oversees the production of migration strategies/plans and establishes priorities when an activity has multiple strategies or plans.

27.10.4.3. Approves migration strategies and plans for the MAJCOMs.

27.10.4.4. Recommends improvements to architectures based on assessments of architectural compliance made at the AFC4A in the division's behalf.

27.10.4.5. Addresses all issues regarding interoperability of C4 systems.

27.10.5. For the deputate, this division serves on the Architecture and Interoperability Council sponsored by the Joint Staff and the Interoperability Improvement Panel and Interoperability Test Panel of the Military Comm-Electronics Board.

27.11. Technology Division (AF/SCTT). The Technology Division:

27.11.1. Manages the application of advanced technology to Air Force C4 systems to improve operational support and mission effectiveness; performs technology assessments; and keeps the Air Force abreast of the latest information systems standards.

27.11.2. Drafts policy and planning guidance to assist in the evolutionary development, life cycle management, and application of advanced technology and standards to command, control, communications, and computer systems.

27.11.3. Functions as the Air Force OPR for Electronic Commerce and Electronic Data Interchange implementation and standards development.

27.11.4. As the Air Staff OPR, this Division:

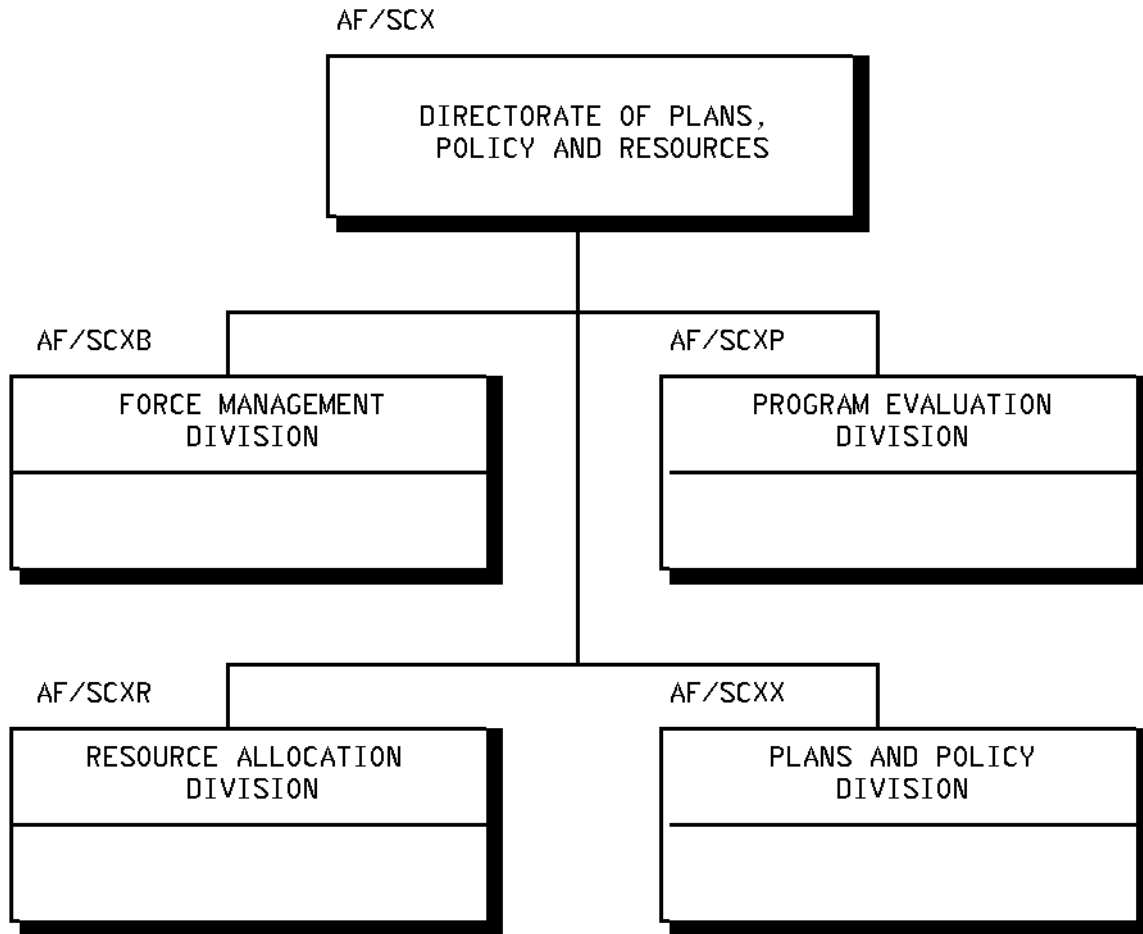
27.11.4.1. Acts as the USAF/SC FP for the Scientific Advisory Board.

27.11.4.2. Processes requests and evaluates requirements to export communications-computer systems technology to other nations.

27.11.4.3. Develops guidance on and assists in development of software metrics where applicable to current programs and systems in the Air Force.

27.11.4.4. Develops guidance on and develops strategic plans for the implementation of Electronic Commerce and Electronic Data Interchange applications in the Air Force.

27.11.5. Represents AF/SC as the Air Force member on the Standards Coordinating Committee of the Military Communications Electronics Board.

Figure 27.4. Organization Chart for the Directorate of Plans, Policy and Resources.**27.12. Directorate of Plans, Policy, and Resources (AF/SCX).** The Directorate of Plans, Policy, and Resources:

27.12.1. Is the FP for developing and issuing formal Air Force policy, directives and instructions, planning guidance, C4 resource allocation, and C4 program evaluation.

27.12.2. Oversees regulations and publications affecting C4I systems.

27.12.3. Provides policy and guidance for communications and computer security programs.

27.12.4. Develops and manages long-range C4 planning.

27.12.5. Manages and directs the Air Force's actions related to C4 resources--both manpower and budget.

27.13. Force Management Division (AF/SCXB). The Force Management Division:

27.13.1. Is the FP for policy and planning of officer, enlisted, and civilian force management within the command, control, communications, and computer arena.

27.13.2. As the Air Staff OPR, this division:

27.13.2.1. Serves as functional manager for the 33XX and 33XXX career fields.

27.13.2.2. Manages officer, enlisted, and civilian manpower authorizations and utilization for communications-computer systems personnel.

27.13.2.3. Establishes and implements policy and/or guidance for the communications-computer systems specialty classification structure and specialty description.

27.13.2.4. Establishes course requirements and planning guidance for the professional development, advanced education, and technical training of the communications-computer systems workforce through government and civilian institutions.

27.13.2.5. Establishes criteria for and administers the Air Force communications-computer systems awards program.

27.13.2.6. Establishes course requirements for and oversees the Executive Forum on Communications-Computer Systems (EFOCCS) course.

27.13.2.7. Coordinates policy for and serves as the Air Staff FP for the civilian Communications-Computer Systems Career Program.

27.13.2.8. Publishes and maintains the Communications Squadron 2000 strategic planning document.

27.13.3. As the deputate OPR, this division serves as the FP for changes to Air Force Pamphlet 38-102, *Department of the Air Force Organization and Functions (Chartbook)*.

27.14. Program Evaluation Division (AF/SCXP). The Program Evaluation Division:

27.14.1. Is the Air Staff FP for providing management oversight, program review and evaluation of Air Force C4 systems and programs. The primary focus is on assessing initiatives and activities under the purview of the DCS/Command, Control, Communications, and Computers against their baseline goals and objectives.

27.14.2. As the Air Staff OPR, this division plans and facilitates C4I Reviews as directed by the CSAF.

27.14.3. For the deputate, this division:

27.14.3.1. Ensures reviews of C4 and visual information capabilities and requirements from a managerial, operational, and resource perspective, especially evaluating programs for sufficiency and duplication from both a service and Joint perspective.

27.14.3.2. Provides evaluations of ongoing activities to assess the validity and attainment of baseline goals and objectives.

27.14.3.3. Conducts studies and analyses to assess impacts of defense wide C4 initiatives on Air Force C4 systems and services. Develops Air Force positions relating to implementation. Provides management oversight to ensure integrity of Air Force actions relating to these initiatives.

27.14.3.4. Provides results and recommendations to the DCS/Command, Control, Communications, and Computers and other management officials.

27.15. Resource Allocation Division (AF/SCXR). The Resource Allocation Division:

27.15.1. Is the FP for development of the command, control, communications, computer, and visual information system portions of the Air Force Program Objective Memorandum (POM), Budget Estimate Submission (BES), President's Budget (PB), and funding allocation.

27.15.2. Reviews and analyzes commands' budget submissions, OSD budget documents, including program budget decisions, and monitors actions relative to all appropriations affecting communications-computer systems program elements.

27.15.3. As the Air Staff OPR, this Division:

27.15.3.1. Provides deputate members on the Global Reach-Global Power Teams; advises the team chairmen on C4 issues; and identifies, coordinates, evaluates, and prioritizes programs and options.

27.15.3.2. Develops the A-11 Report and the Information Technology Program (43 Exhibit) for OSD, OMB, and Congress to support Air Force communications-computer system program requirements.

27.15.3.3. Manages the ADP Resource Management Information System which provides resource data for development of the USAF POM, BES, PB, and funding allocation.

27.15.3.4. Serves as FP for integration of Air Force C4 into unit-cost resourcing and fee-for-service business processes.

27.15.4. As the Air Staff OCR, this division assists in developing Air Force-wide budget calls for the operating budget and financial plans.

27.15.5. For the deputate, this Division:

27.15.5.1. Serves as the FP for congressional budget review on matters concerning the deputate, to include transcripts, inserts, testimony, and issue papers. Interfaces with Air Staff legislative liaison offices.

27.15.5.2. Serves as the FP for OSD-recommended changes to Air Force C4 funding and policy through program budget decisions.

27.15.5.3. Provides AF/SC program element monitors with financial information from the Force and Financial Plan database to help track programs through the planning, programming, and budgeting phases. Analyzes execution of funds including investment obligations and recommends reprogramming to satisfy priority needs.

27.15.5.4. Serves as deputate FP for liaison with Air Force Issues Team and Posture Team.

27.15.5.5. Serves as FP for review of Defense Guidance, Section V, Resources Planning.

27.15.5.6. Develops, coordinates, and provides inputs to the Consolidated Guidance, Defense Report, and posture statements.

27.16. Plans and Policy Division (AF/SCXX). The Plans and Policy Division:

27.16.1. Is responsible for developing and managing long-range plans and for policy governing Air Force command, control, communications, and computer systems.

27.16.2. Is the FP for crucial, time-sensitive fiscal and joint issues pertaining to Air Force command, control, communications, and computer systems and organizations.

27.16.3. As the Air Staff OPR this Division:

27.16.3.1. Develops objectives governing near-, mid-, and long-range planning, including programming plans, program action directives, and C4I Systems Master Plans.

27.16.3.2. Develops, coordinates, and provides inputs for Joint Strategic Planning System (JSPS) documents, including the National Military Strategy Document, Joint Strategic Capabilities Plan (JSCP), and the Joint Staff Global C3 Systems Assessment (GC3A). In this capacity, it is the FP for C4 force structure issues.

27.16.3.3. Oversees the development and maintenance of Air Force C4 Doctrine, Policy Directives, Instructions, and other publications affecting communications-computer systems.

27.16.3.4. Serves as the FP and monitors development of responses concerning General Accounting Office (GAO), OSD, Air Force Inspection Agency (AFIA), Congressional requests/inquiries, (inserts for the record, testimony), Air Force audit inquiries, inspections, and reports.

27.16.3.5. Provides policy, guidance and direction for the management and implementation of Air Force C4 systems security programs.

27.16.3.6. Implements DoD Directive 5215.1, *Computer Security Evaluation Center (CSEC)*. Represents the Air Force on the CSEC Steering Committee and Technical Review Group. Develops and maintains Air Force instructions for trusted computer systems product and system evaluations. Functions as the Air Staff POC with the CSEC. Implements DoD Instruction 5215.2, *Computer Security Technical Vulnerability Reporting Program (CSTVRP)*.

27.16.3.7. Is the Air Force coordinator for the MCEB. Performs quality control review of C4 monitored by Air Staff functional offices and reviews CSRDs, Mission Needs Statements (MNSs), and Operational Requirements Documents (ORDs).

27.16.3.8. Processes joint actions and guides development of AF/SC proposed positions concerning communications-computer systems-related joint matters.

27.16.3.9. Develops software policy and guidance for communications-computer systems interoperability, open systems, standards and standardization activities.

27.16.3.10. Provides software policy liaison with the Software Engineering Institute (SEI), the Software Technology for Adaptable, Reliable Systems (STARS) Program, and other software management and software engineering related activities in DoD and civilian agencies, and academic and industrial organizations.

27.16.3.11. Develops plans for active duty, national guard and reserve combat communications and E&I force structure mix.

27.16.4. As the Air Staff OCR, this division provides AF/SC oversight and C4I systems policy to the Information Warfare Center.

27.16.5. For the depute, this Division:

27.16.5.1. Serves as the FP for the AF/SC strategic planning "HORIZON" documents, the C4I Systems Master Plan, and quality management.

27.16.5.2. Oversees AF/SC development of Policy Directives and Instructions. Reviews Doctrine, Policy Directives, Air Force Instructions, and Headquarters Operating Instructions developed by other HQ USAF organizational elements which impact Air Force communications-computer systems.

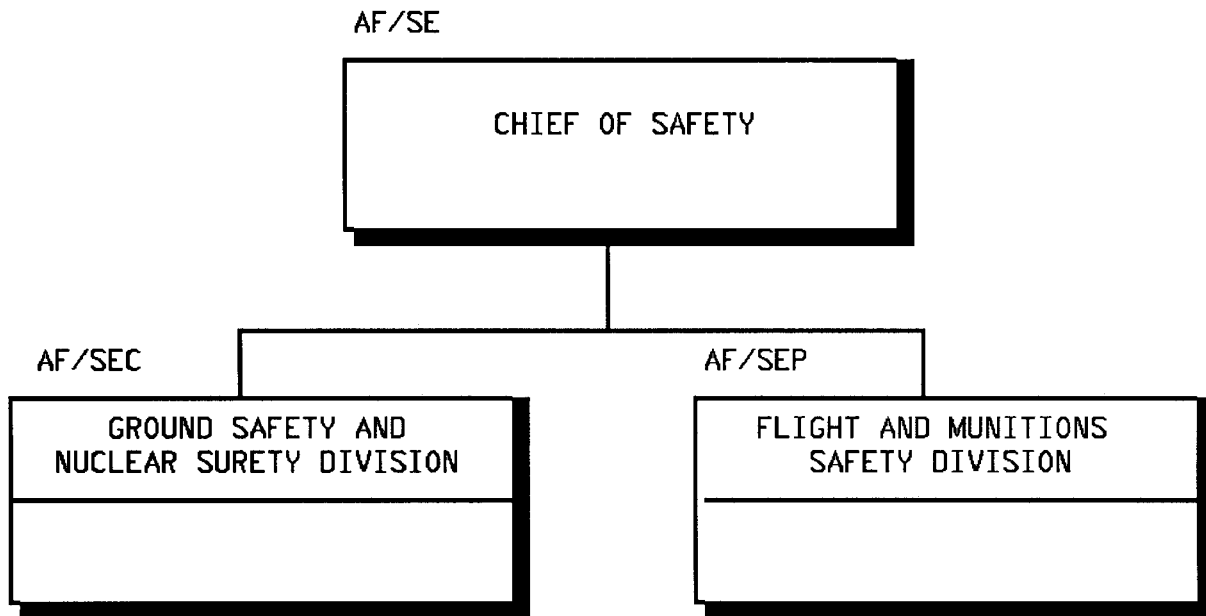
27.16.5.3. Directs and oversees the Internal Management Controls (IMC) Program for AF/SC.

27.16.5.4. Serves as FP for the IRM Review Program. Manages the communication-computer systems portion of this program. Develops the IRM Strategic Plan.

27.16.5.5. Acts in the capacity of "Joint Reader" on all matters pertaining to joint command, control, communications, and computers.

Chapter 28
CHIEF OF SAFETY
(AF/SE)

Figure 28.1. Organization Chart for the Chief of Safety.



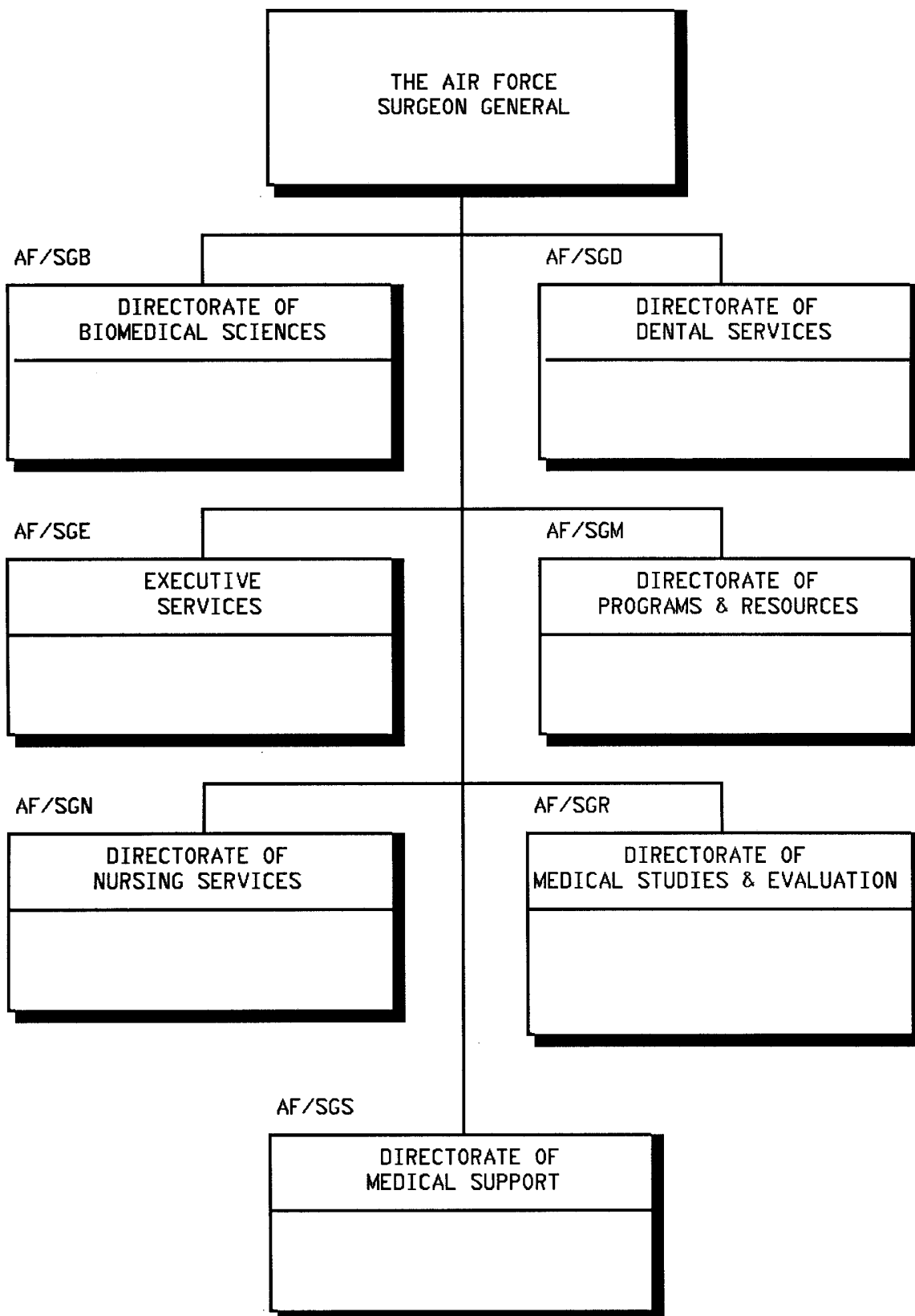
28.1. Chief of Safety (AF/SE). The Chief of Safety is responsible to the Chief of Staff for the development and implementation of safety and nuclear surety policy, plans, and programs. The overall goal of these policies, plans, and programs is to conserve Air Force resources through proactive mishap prevention efforts consistent with operational requirements.

28.2. Ground Safety and Nuclear Surety Division (AF/SEC). The Ground Safety and Nuclear Surety Division is responsible to the Chief of Safety for the formation of ground safety and nuclear surety policy, the execution of plans, and the establishment of programs to implement Air Force safety policies and plans. The division also provides instructions for field level programs and feedback to the Chief of Safety on the effectiveness of mishap prevention efforts.

28.3. Flight and Munitions Safety Division (AF/SEP). The Flight Munitions Safety Division is responsible to the Chief of Safety for the formation of flight and munitions safety policy, the execution of plans, and the establishment of programs to implement Air Force safety policies and plans. The division also provides instructions for field level programs and feedback to the Chief of Safety on the effectiveness of mishap prevention efforts.

Chapter 29
SURGEON GENERAL (AF/SG)

Figure 29.1. Organization Chart for the Air Force Surgeon General.
AF/SG



29.1. Surgeon General (AF/SG). The Surgeon General:

29.1.1. Carries out the mission of the Air Force Medical Service (AFMS) to rapidly expand, mobilize, and deploy medical personnel, equipment, and supplies for contingency operations worldwide. To ensure maximum wartime readiness, the Medical Service develops, manages, and operates a comprehensive, cost effective community-based health care system. The health care system promotes the health, safety, and morale of Air Force people by providing or arranging for timely, high quality health care for active duty members, their families, and other beneficiaries.

29.1.2. Heads the AFMS and serves as the medical staff advisor to the Secretary and Chief of Staff of the Air Force. The Surgeon General is the:

29.1.2.1. Advisor to the Assistant Secretary of Defense for Health Affairs on United States Air Force (USAF) health and medical matters.

29.1.2.2. Air Staff Office of Primary Responsibility (OPR) for health matters of Air Force personnel.

29.1.2.3. Office responsible for health and health care policies, resources, and readiness and directs two Air Force Field Operating Agencies, the Air Force Medical Operations Agency, and Air Force Medical Support Agency.

29.2. Directorate of Biomedical Sciences (AF/SGB). The mission of the Directorate of Biomedical Sciences is to:

29.2.1. Formulate policies and develop programs for the Surgeon General relative to the management of the seventeen Biomedical Sciences Corps (BSC) specialties and to oversee the professional development of officers in the environmental health and allied clinical disciplines.

29.2.2. For the Air Staff, this Directorate:

29.2.2.1. Is responsible for BSC career development, career monitoring, development of professional education, and development of training requirements to support Air Force policy.

29.2.2.2. Determines professional standards for the BSC. With Headquarters Air Force Military Personnel Center (HQ AFMPC)/DPMM, determines eligibility, professional qualifications, and suitability of candidate selection and appointment in the Regular Air Force BSC.

29.2.3. For the Surgeon General, this Directorate:

29.2.3.1. Provides professional assistance on matters unique to specialties and personnel of the BSC.

29.2.3.2. Develops policies, programs, and procedures for Corps management.

29.2.3.3. Provides guidance concerning BSC personnel to include recruiting, accession, promotions, education, training, and utilization.

29.2.3.4. Represents the Surgeon General on subjects dealing with the BSC specialties at national and international levels. Maintains liaison with Army and Navy counterparts.

29.2.3.5. Participates in process of developing manpower standards and allocation of personnel resources.

29.2.3.6. Evaluates the efficiency of BSC personnel programs.

29.2.3.7. Develops and monitors the Air Force civilian and military BSC Consultant Program.

29.2.3.8. Determines biomedical sciences specialty requirements for training and staffing.

29.2.3.9. Acts as coordinator, facilitator, and conduit for information flow from BSC specialty consultants to the Surgeon General.

29.3. Directorate of Dental Services (AF/SGD). The Directorate of Dental Services is responsible to the Surgeon General for dental policies, standards, and requirements for personnel use, training and equipment, and for technical supervision of administrative and professional activities. Special authority for Services is DoD Directive 6010.4, *Dependent's Medical Care*. It prescribes the extent of dental treatment allowed military dependents. DoD Directive 6015.5, *Joint Use of Military Health and Medical Facilities and Services*, prescribes optimum joint use of military health and medical facilities and services.

29.3.1. For the Air Staff, this Directorate:

29.3.1.1. Is responsible for dental career development and monitoring, and the development of professional education and career progression requirements to support Air Force policy.

29.3.1.2. Determines professional standards for the Air Force Dental Corps (DC). With HQ AFMPC/DPMM, determines eligibility, professional qualifications, and suitability of candidate selection and appointment in the Regular Air Force Dental Corps.

29.3.2. For the Surgeon General, this Directorate:

29.3.2.1. Develops and monitors dental programs and policies; coordinates dental, clinical, administrative, and training activities to give maximum support to the medical and Air Force missions.

29.3.2.2. Determines and monitors dental physical standards for active duty personnel, applicants for commissions, flight training, Air Force Academy, and special assignments or projects imposing unusual physical demands.

29.3.2.3. Works closely with external health agencies to make the greatest use of the Nation's dental resources. Maintains liaison with Dental Services of the Army, Navy, Veterans Administration, and Health and Human Services.

29.3.2.4. Represents the Surgeon General at national and international levels on subjects dealing with dental management matters.

29.3.2.5. Evaluates patient management and control practices and develops administrative and technical procedures.

29.3.2.6. Develops and monitors the Air Force civilian and military dental consultant program; provides professional guidance and monitors the development of Air Force dental residency and postgraduate programs.

29.3.2.7. Maintains liaison with dental schools and coordinates Air Force dental officer procurement. Provides guidance to HQ AFMPC/DPMM for the selection of persons to take part in dental residency programs.

29.3.2.8. Determines USAF dental personnel requirements for training, staffing, and special missions. Computes dental specialist requirements.

29.3.2.9. Analyzes dental service reports to determine dental mission accomplishment including effective and economic utilization of professional resources.

29.3.2.10. Coordinates and recommends dental projects for investigation by the USAF Dental Investigation Service.

29.3.2.11. Evaluates newly developed dental equipment and supply items and recommends on suitability for stock listing and procurement.

29.3.2.12. Develops or recommends standard clinical criteria and designs for construction and equipage. Reviews plans for dental facility rehabilitation and new construction and makes recommendations.

29.3.2.13. Monitors the dental facility and dental laboratory accreditation programs for the Air Force.

29.3.2.14. Develops policies for conducting the Air Force Preventive Dentistry Program.

29.3.2.15. Provides professional guidance to AF/SGL on inquiries from members of Congress, civilian agencies, or individuals, and other sources.

29.3.2.16. Maintains liaison with other Air Force and government agencies on legislative matters.

29.4. Executive Services (AF/SGE). Executive Services oversees the following administrative support functions for the Surgeon General organization:

29.4.1. Performs quality control of staff actions ensuring compliance with regulations and office instructions on correspondence preparation.

29.4.2. Establishes, controls, and monitors all suspense actions on correspondence received by the Office of the Surgeon General.

29.4.3. Receives and distributes correspondence, messages, and other mail received from Air Staff offices, the Secretariat, Major Commands, and external agencies and organizations.

29.4.4. Supervises the Freedom of Information Act (FOIA) program.

29.4.5. Provides personnel and orderly room services to assigned and attached military and civilian personnel.

29.4.6. Performs courier and transportation services for the Surgeon General.

29.4.7. Completes supply management functions.

29.4.8. Serves as the customer account representative for the Surgeon General.

29.4.9. Maintains the Surgeon General's documentation management program.

29.4.10. Manages the military air support request program for Surgeon General assigned general officers.

29.4.11. Manages office machines (copier, telefax, etc).

29.4.12. Supervises the data automation program.

29.4.13. Prepares Surgeon General executive correspondence.

29.4.14. Serves as administrative liaison between the Surgeon General's office, the offices of the Air Staff, and the Office of the Assistant Secretary of Defense for Health Affairs.

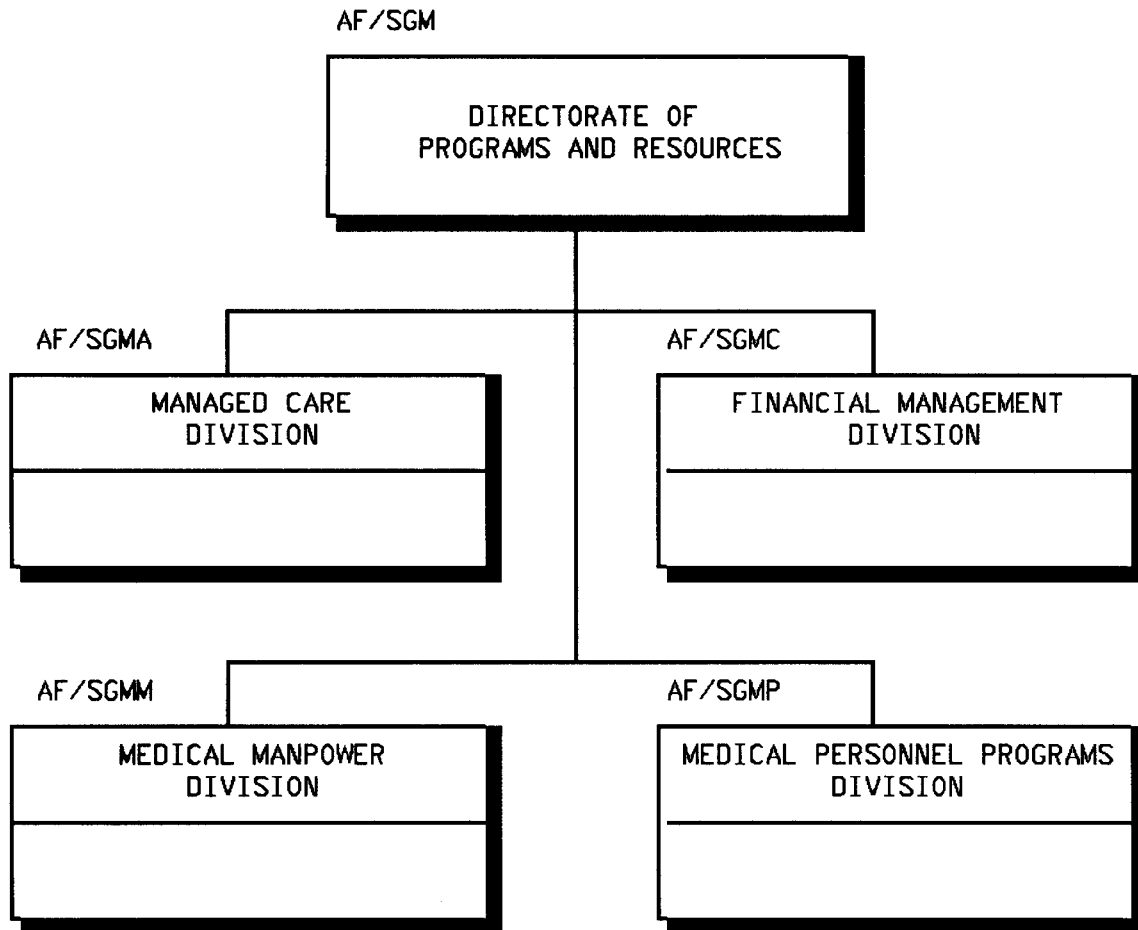
29.4.15. Ensures the staff provides quality advance input for all Surgeon General events, especially for meetings, briefings, Congressional testimony, speeches, and field visits.

29.4.16. Oversees the staff duty officer program.

29.4.17. Coordinates and presides over decoration, promotion, and retirement ceremonies within the Surgeon General office.

29.4.18. Performs facility management functions (lights, heating, safety, and space utilization).

29.4.19. Plans and coordinates official Surgeon General travel.

Figure 29.2. Organization Chart for the Directorate of Programs and Resources.

29.5. Directorate of Programs and Resources (AF/SGM). The Directorate of Medical Programs and Resources formulates policies and develops programs relating to wartime medical readiness, management of financial and manpower resources, personnel and training matters, and Air Force managed health care activities in support of the AFMS.

29.6. Managed Care Division (AF/SGMA). The Managed Care Division:

29.6.1. For the Air Staff, this Division:

29.6.1.1. Develops policies, programs, procedures, and positions on managed care activities.

29.6.1.2. Provides policy guidance to liaison staff located at the Office of the Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS).

29.6.1.3. Serves as focal point (FP) on all medical entitlement issues and policies.

29.6.1.4. Develops policy and provides guidance related to alternate delivery systems such as Primary Care for the Uniformed Services (PRIMUS) Clinics and Uniformed Services Treatment Facilities.

29.6.1.5. Interprets, advises, and develops policy on all Uniformed Services health benefits programs entitlement issues including CHAMPUS and the direct military medical care program.

29.6.1.6. Evaluates and recommends individual and group requests for Secretary of the Air Force designee status for receiving authorization for medical care in Air Force facilities.

29.6.1.7. Reviews and makes recommendations on appeals submitted by beneficiaries.

29.6.1.8. Coordinates Surgeon General policies concerning line of duty determinations.

29.6.1.9. Monitors interservice and interagency support agreements for health care policy issues requiring Headquarters United States Air Force (HQ USAF) action.

29.6.1.10. Evaluates suggestions concerning medical activities that affect managed care policies.

29.6.1.11. Develops policy positions on matters relating to federal and military health care issues and cost containment initiatives.

29.6.1.12. Assesses CHAMPUS cost containment initiatives and develops Air Staff position.

29.6.2. For the Surgeon General, this Division:

29.6.2.1. Interprets Uniformed Services Health Benefits Program directives and initiates Air Force changes to the same. As the Air Force coordinator for CHAMPUS activities, develops and distributes Air Force guidance to ensure maximum benefits for Air Force retired and dependent personnel.

29.6.2.2. Participates in and contributes to Office of the Secretary of Defense (OSD) health care policy development efforts and interprets OSD program guidance to develop AF/SG implementation strategies.

29.6.2.3. Develops and coordinates, in conjunction with AF/SGI, legislative proposals pertaining to medical operations and the health care delivery system.

29.6.2.4. Coordinates changes in services and prepares responses for the Surgeon General regarding clinical service curtailments, openings, and closures.

29.6.2.5. Develops Surgeon General policy for and contributes to development of interservice support agreements requiring Surgeon General action.

29.6.2.6. Serves as Surgeon General member on the Department of Defense (DoD) Policy and Planning Steering Group for implementation of the Defense Eligibility Enrollment Reporting System (DEERS) within the Air Force and develops AF/SG policy for DEERS within the Air Force.

29.6.2.7. Develops initiatives and policy on alternate health care delivery systems including the Partnership program, health care contracting, federal health care sharing, health maintenance organizations, preferred provider organizations, and others.

29.6.2.8. Represents the Air Force at meetings with civilian institutions such as the National Health Forum and George Washington University to examine or discuss national health care issues.

29.6.2.9. Provides staff support for the Surgeon General on peacetime health care delivery issues during Congressional hearings.

29.6.2.10. Coordinates evaluation and approval of Necessity Evaluation and Economic Documentation System (MEDNEEDS) program initiatives.

29.6.2.11. Serves as the Air Force OPR on all matters concerning the PRIMUS Clinics.

29.6.2.12. Performs economic analysis in regards to medical service utilization within MTF and CHAMPUS programs.

29.6.2.13. Manages the Alternate Use of CHAMPUS Funds and Management Efficiency Programs.

29.6.2.14. Provides analytical support on CHAMPUS utilization.

29.7. Financial Management Division (AF/SGMC). The Financial Management Division:

29.7.1. For the Air Staff, this Division:

29.7.1.1 Reviews and analyzes medical expense data and establishes cost standards and factors.

29.7.1.2. Monitors the medical program element input to the Defense Health Program (DHP) appropriation budgets and Program Objective Memorandum (POM).

29.7.1.3. Evaluates and interprets medical accounting data and recommends changes to medical accounting systems.

29.7.1.4. Develops policies and procedures for implementation of the Resources Management System (RMS) in the Air Force Medical Service.

29.7.1.5. Develops policies and procedures for:

29.7.1.5.1. Health care of Air Force active duty personnel and other beneficiaries from civilian sources.

29.7.1.5.2. Transportation of eligible dependents to obtain medical care outside the U.S.. Establishes procedures for payment of such services.

29.7.1.6. Develops Air Force policies and procedures associated with the DoD Medical Expenses and Performance Reporting System (MEPRS) for medical treatment facilities.

29.7.1.7. Develops standard and special reimbursement rate data for health care services in conjunction with the establishment of DoD and Office of Management and Budget (OMB) reimbursement rates.

29.7.1.8. Monitors subsistence costs for medical treatment facilities. Develops policies and procedures for subsistence accounting.

29.7.1.9. Serves as primary member on the Operating Budget Review Committee.

29.7.1.10. Serves as primary member on the Personnel Support Team.

29.7.1.11. Monitors the accomplishment of projected patient workloads for budgetary, manpower, and construction purposes.

29.7.1.12. Reviews and monitors all General Accounting Office (GAO), DoD Inspector General (DoD/IG), and Air Force Audit Agency (AFAA) reports and matters pertaining to the Air Force Medical Service.

29.7.2. For the Surgeon General, this Division:

29.7.2.1. Develops Air Force Medical Service budget estimates and financial plans for presentation to OSD, OMB, and Congressional committees. Monitors the execution and progress of the USAF Medical Support Financial Programs.

29.7.2.2. Develops the Surgeon General budget estimates and financial plans for submission to the Headquarters 11th Wing (HQ 11 WG). Monitors the execution and progress of the Headquarter's approved funds, to include the Medical Centrally Managed Allotment (CMA).

29.7.2.3. Develops and coordinates Air Force Medical Service input to the Air Force and the DHP POM, and the Future Years Defense Program (FYDP).

29.7.2.4. Provides overall Air Force Medical Service programming input to the Air Force Planning, Programming, and Budgeting System (PPBS) and the Air Force component of the DHP.

29.7.2.5. Develops policies and procedures relative to the Cost Center Management, Internal Inspection, and Methods Improvement and other resource management programs in USAF medical treatment facilities.

29.7.2.6. Develops and conducts an annual training symposium for Medical Resource Managers worldwide.

29.8. Medical Manpower Division (AF/SGMM). The Medical Manpower Division:

29.8.1. For the Air Staff, this Division:

29.8.1.1. Serves as Air Force Medical Service FP for base closure and realignment activities.

29.8.1.2. Initiates and monitors all transactions involving the allocation/reallocation of medical manpower authorizations and requirements worldwide.

29.8.1.3. Develops and conducts an annual medical manpower symposium for major command (MAJCOM) resource managers and manpower and organization personnel.

29.8.1.4. Develops and publishes the Listing of U.S. Air Force Fixed Medical Treatment Facilities which documents the authorized operating bed capacity of Air Force medical treatment facilities.

29.8.1.5. Orchestrates and publishes the Air Force Medical Service's Master Applicability List for Air Force Medical Treatment Facilities which documents the applicability of Air Force manpower determinants for each facility.

29.8.2. For the Surgeon General, this Division:

29.8.2.1. Formulates policy and develops plans and programs relating to the management of medical manpower resources in support of the Air Force Medical Service worldwide.

29.8.2.2. Provides policy guidance on Joint military medical organizations, including the Delaware Valley Health Service System, the San Francisco Medical Command, and the San Antonio Health Care Coordinating Council.

29.8.2.3. Manages all medical manpower initiatives through the PPBS.

29.8.2.4. Provides policy guidance and direction to the Air Force Medical Service in determining medical manpower requirements for all medical treatment facilities.

29.8.2.5. Manages the annual allocation of officer and enlisted grades for medical specialties.

29.8.2.6. Provides pertinent manpower data for Congressional testimony to support the effectiveness of the Air Force Medical Service.

29.8.2.7. Oversees the developmental process of all Air Force Medical Service manpower determinants to include additives, exclusions or deviations to basic determinants as well as wartime medical manpower standards.

29.9. Medical Personnel Programs Division (AF/SGMP). The Medical Personnel Programs Division:

29.9.1. For the Air Staff, this Division:

29.9.1.1. Develops and monitors Air Force Medical Service special pay programs.

29.9.1.2. Monitors Air Force Medical Service education and training programs.

29.9.1.3. Develops and reviews enlisted Air Force Medical Service skill projection and training programs.

29.9.1.4. Reviews, approves and/or initiates Air Force Medical Service officer and enlisted training programs.

29.9.1.5. Provides policy guidance for medical interservice Training Review Organization (ITRO) activities.

29.9.1.6. Determines Air Force Medical Service force structure and staffing models.

29.9.1.7. Provides guidance for Air Force Medical Service promotion plan and selection boards.

29.9.1.8. Monitors Air Force Medical Service procurement, retention, and separation programs.

29.9.1.9. Provides guidance for officer and enlisted performance evaluation program.

29.9.1.10. Monitors Air Force Medical Service civilian personnel matters.

29.9.1.11. Reviews, approves, and monitors the USAF Medical Education Program Document.

29.9.1.12. Implements appropriate DoD special pay directives.

29.9.2. For the Surgeon General, this Division:

29.9.2.1. Develops officer and enlisted Air Force Medical Service force projections. Monitors and projects future staffing patterns.

29.9.2.2. Maintains active liaison with DoD, Air Force, and other service agencies regarding inter-service health professional requirements.

29.9.2.3. Develops requirements and support data for medical special pay programs.

29.9.2.4. Provides guidance and monitors officer promotion programs. Reviews and coordinates on policy and procedures for Air Force Medical Service promotion boards.

29.9.2.5. Establishes policy and procedures for procuring manpower requirements to meet authorized force levels. Reviews and regulates annual officer volunteer goals. Monitors and controls officer gains from all accession programs. Serves as the OPR for all Air Force Medical Service procurement, retention, and separation policies.

29.9.2.6. Interprets Air Force policy regarding the officer and enlisted effectiveness reporting systems.

29.9.2.7. Maintains working relationships with military and civilian agencies regarding utilization and staffing of Air Force Medical Service civilian positions. Serves as the point of contact (POC) regarding award of special pay to civilian medical officers.

29.9.2.8. Develops policies, plans, and programs to implement the USAF Medical Education Program Document in support of the education and training of all officers and airmen of the Air Force Medical Service.

29.9.2.9. Monitors Air Force Medical Service education and training programs. Responsible for maintaining active liaison with DoD, civilian Air Force, and other service agencies concerning medical education programs.

29.9.2.10. Develops skill projections, establishes training categories for medical and dental enlisted Air Force Specialty Codes, and coordinates on all trained personnel requirements for the Air Force Medical Service. Reviews all airmen skill requirements in order to establish new training courses and programs.

29.9.2.11. Represents the Air Force Medical Service on the Health Care Committee of the ITRO to review all medical training conducted by the three Services for the purpose of ascertaining the feasibility of consolidation.

29.9.2.12. Makes appropriate recommendations for approval by the Tri-Service Surgeons General and ultimate direction by the ITRO Executive Board.

29.9.2.13. Coordinates and evaluates Air Force Medical Service officer and enlisted training courses and programs.

29.9.2.13.1. Reviews, approves and/or initiates medical service officer and enlisted training programs.

29.9.2.13.2. Monitors policy for selection of officer and airmen for entry into training programs.

29.9.2.13.3. Develops and maintains baseline training data to support Congressional, DoD, and Air Force data requirements.

29.9.2.13.4. Represents the Air Force Medical Service on the Defense Medical Audiovisual Review Board to review all activities dealing with medical films, videotapes, and other products used by the three Services for the purpose of consolidating and expediting audiovisual production and acquisition.

29.9.2.13.5. Develops policy, establishes requirements, and compiles information for recording and reporting selected data for the Office of the Assistant Secretary of Defense (Health Affairs) in support of the Health Personnel Manpower Accounting System (DoDI 7730.36, *Health Manpower Information System (HMIS)*).

29.10. Directorate of Nursing Services (AF/SGN). The Directorate of Nursing Services, as provided in Title 10, United States Code, Section 265, includes an Air National Guard Nurse Advisor. The Directorate is responsible for:

29.10.1. Formulating policies, programs, and regulations in matters concerning nursing and nursing service personnel to include:

29.10.1.1. Utilization.

29.10.1.2. Career development.

29.10.1.3. Monitoring.

29.10.1.4. Development of professional, educational, career progression, and other requirements for nurse officers and enlisted personnel.

29.10.2. For the Air Staff, this Directorate:

29.10.2.1. Is responsible for nurse officer and nursing service enlisted personnel career development, career monitoring, and the development of professional education and career progression requirements to support Air Force policy.

29.10.2.2. Determines professional standards for the nurse officer and nursing service enlisted personnel. With HQ AFMPC/DPMM, determines eligibility, professional qualifications, and suitability of candidate selection and appointment in the Regular Air Force Nurse Corps.

29.10.3. For the Surgeon General, this Directorate:

29.10.3.1. Provides professional assistance on nursing policy, standards, and personnel requirements.

29.10.3.2. Develops policies, programs, and procedures for administration and professional development of nursing service personnel.

29.10.3.3. Provides guidance concerning the selection, education, training, qualifications, and utilization of nursing service personnel.

29.10.3.4. Represents the Surgeon General at national and international levels. These contacts include the American Nurses Association, the National League for Nursing, the Army Nurse Corps, the Navy Nurse Corps, the U.S. Public Health Service, the Veterans Administration, the American Red Cross, the Defense Advisory Committee on women in the Services, the Senior Women of the Alliance, the North Atlantic Treaty Organization and national and international agencies dealing with the profession of nursing.

29.11. Directorate of Medical Studies and Evaluation (AF/SGR). The Directorate of Medical Studies and Evaluation designs, models, and formulates methods for evaluation of the Air Force comprehensive community based health care system and provides analytical expertise and support to the Air Force Surgeon General to guide the strategic direction of that system consistent with Air Force vision.

29.11.1. For the Air Staff, this Directorate:

29.11.1.1. Evaluates Air Force Medical Service policy concerning programming, resource allocation, and the delivery of health care.

29.11.1.2. Frames the future of the Air Force Medical Service consistent with the Air Force vision and Medical Service strategic goals.

29.11.2. For the Surgeon General, this Directorate:

29.11.2.1. Develops evaluation methods for system-wide outcome assessment of health needs and health care services for the beneficiary population across "the operational continuum".

29.11.2.2. Assesses the status and health needs of the entire beneficiary population for force planning.

29.11.2.3. Implements case mix methodology in the evaluation process.

29.11.2.4. Analyzes evaluations performed by outside agencies/activities.

29.11.2.5. Orchestrates Continuous Quality Improvement philosophy within the Surgeon General's staff functions.

29.12. Directorate of Medical Support (AF/SGS). The mission of the Directorate of Medical Support is to:

29.12.1. Formulate and develop programs related to:

29.12.1.1. Patient administration.

29.12.1.2. Health facility planning, design, and construction.

29.12.1.3. Medical information system development, acquisition and implementation.

29.12.1.4. Biostatistics.

29.12.1.5. Medical logistics and contracting in support of the Air Force Medical Service.

29.12.2. Advise the Surgeon General on medical support issues and establishes medical support policies and practices for the Air Force Medical Service Corps (MSC).

29.12.3. For the Air Staff, this Directorate:

29.12.3.1. Is responsible for MSC career development, career monitoring, and the development of professional education and career progression requirements to support Air Force policy.

29.12.3.2. Determines professional standards for the MSC. With HQ AFMPC/DPMM, determines eligibility, professional qualifications, and suitability of candidate selection and appointment in the Regular Air Force.

29.12.4. For the Surgeon General, this Directorate:

29.12.4.1. Advises and assists on patient administration, health facility planning, biostatistics, medical information systems, and medical logistics matters through the Air Force Medical Support Agency.

29.12.4.2. Advises and assists on information system matters, especially for Corporate Information Management (CIM).

29.12.4.3. Formulates policies, programs, and procedures for administration of MSC personnel.

29.12.4.4. Provides guidance concerning health care support personnel to include selection, education, training, qualifications, and utilization.

29.12.4.5. Represents the Surgeon General at national and international levels on subjects concerning health care administration matters. Examples of these contracts include:

29.12.4.5.1. The American College of Healthcare Executives.

29.12.4.5.2. The American Hospital Association.

29.12.4.5.3. The Interagency Institute for Health Care Executives.

29.12.4.5.4. The Army Medical Service Corps.

29.12.4.5.5. The Navy Medical Service Corps.

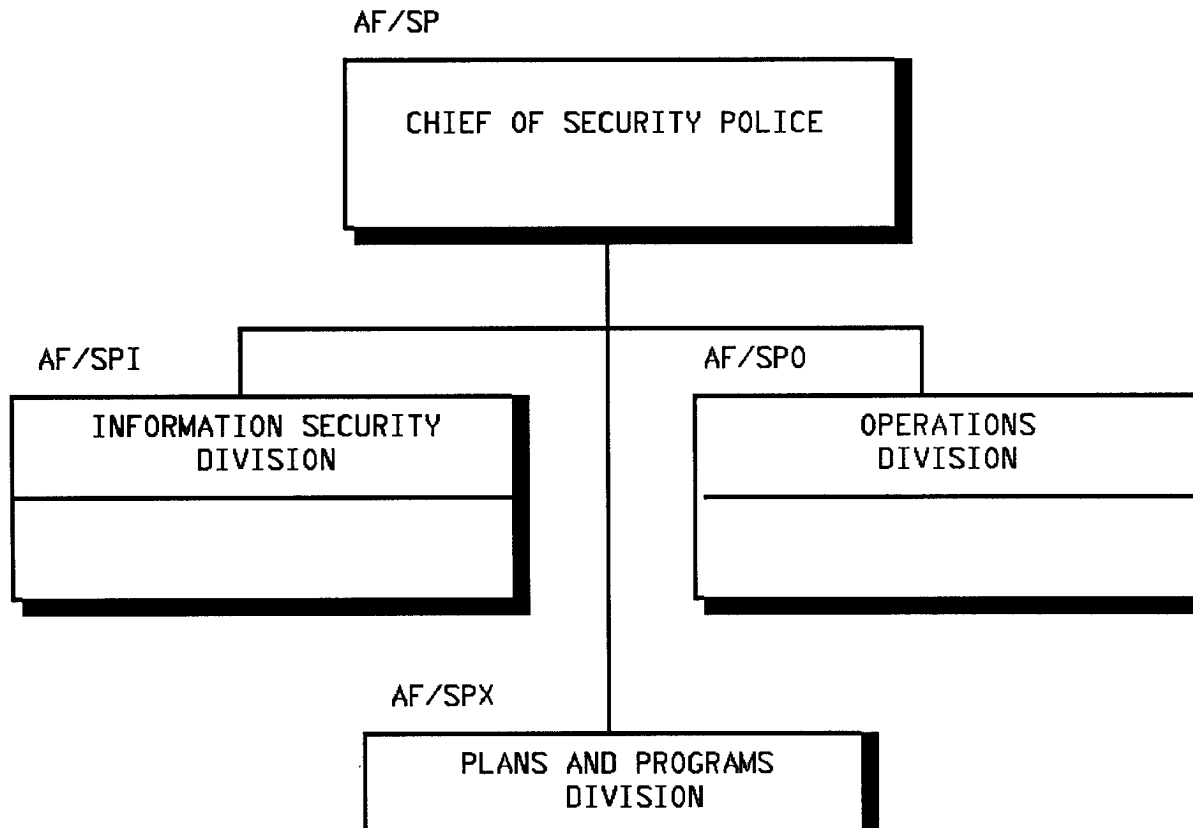
29.12.4.5.6. The US Public Health Service.

29.12.4.5.7. The Veteran's Administration and national and international agencies dealing with matters of this profession.

29.12.4.5.8. National and International agencies dealing with matters of this profession.

Chapter 30
CHIEF OF SECURITY POLICE
(AF/SP)

Figure 30.1. Organization Chart for the Chief of Security Police.



30.1. Chief of Security Police (AF/SP). The Chief of Security Police establishes policy for, directs, and administers Air Force Security Police programs and directs policies for the Field Operating Agency (FOA): Air Force Security Police Agency (AFSPA). The Chief of Security Police as the office of primary responsibility (OPR):

30.1.1. Develops policy and issues guidance for wartime and peacetime environments that relate to new and existing programs for the protection of Air Force resources and weapons systems; air base defense; combat arms training and maintenance; law enforcement services; a uniform system for classifying, declassifying, and protecting national security information; and plans, programs and budgets for security police resources.

30.1.2. Reviews and evaluates plans and programs approved and directed by the Secretary of the Air Force and Chief of Staff. These include protecting nuclear resources, defending air bases; securing Air Force resources; developing protective systems; directing unit reporting systems and budgeting the equipment program; managing security police personnel, training, and equipment programs; directing the safeguarding of classified information, classification management, security education, personnel security, and industrial security programs.

30.1.3. Directs AFSPA to implement and staff regulatory guidance for Air Force-wide implementation and to maintain a center of functional expertise for all security police mission areas.

30.2. Information Security Division (AF/SPI). The Information Security Division as Air Staff OPR:

30.2.1. Develops policy and issues guidance on matters pertaining to information, personnel, and industrial security programs; Air Force classification management program; system security engineering program; and international pact organizational information.

30.2.2. Develops measures to evaluate the effectiveness of the Air Force information, personnel, industrial security programs and system security engineering program.

30.2.3. Serves as the Air Force representative on Interagency Committees that establish national level policy for security countermeasures: physical security of classified information, personnel security, information security, industrial security and security education programs.

30.2.4. Serves as Vice Chairman of the Air Force Security Civilian Career Program Policy Council for Air Force GS-080 Security Specialists. Develops policy and standards for the GS-080 career program.

30.3. Operations Division (AF/SPO). The Operations Division as Air Staff OPR:

30.3.1. Develops policy and requirements and issues functional guidance on matters pertaining to weapon systems security; nuclear security; air base defense; security police training; combat arms training and maintenance; law enforcement; antiterrorism, operations/contingencies, and counterdrug programs.

30.3.2. Develops measures to effectively counter threats and acts of terrorism, theft, sabotage, and other forms of ground attack against Air Force personnel and resources.

30.3.3. In conjunction with major commands, determines the degree of security afforded various Air Force weapon systems.

30.3.4. Serves as the Air Force representative for Department of Defense (DoD) and joint service matters on law enforcement, nuclear and non-nuclear security, air base defense, antiterrorism, and counterdrug operations.

30.4. Plans and Programs Division (AF/SPX). The Plans and Programs Division as Air Staff OPR:

30.4.1. Develops security police programs, and manages resource allocation of security police manpower, organizations, future force structure, military construction, and equipment.

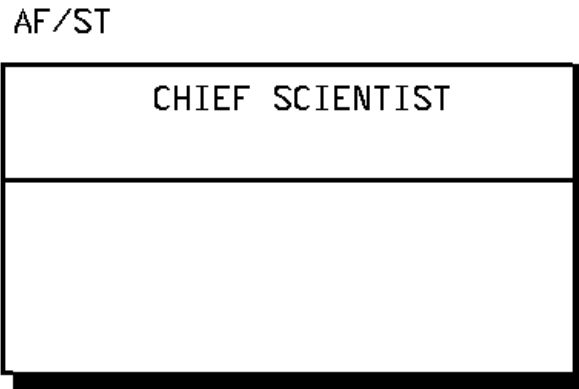
30.4.2. Serves as program element monitor (PEM) for air base ground defense, antiterrorism, surface guns and rounds, ground training munition, Electronic Security Equipment - Base and Installation Security System (ESE-BISS), flightline security, security delay/denial, wartime host nation support, and STINGER. Participates as a functional representative in the Air Force planning, programming and budgeting cycle.

30.4.3. Maintains manpower/equipment resource allocation priorities for security police functions.

30.4.4. Develops programs to upgrade the quality and effectiveness of security police and combat arms training and maintenance (CATM) forces.

30.4.5. Serves as the Air Force representative in DoD and joint service matters on the research, development, test and evaluation (RDT&E) of physical security equipment.

NOTE: Reserve Forces. Under Title 10, United States Code, Section 265, a manpower authorization is included for initiating and monitoring matters of the Air National Guard, Air Force Reserve, and Individual Mobilization Augmentee program as they pertain to security police activities.

Chapter 31**CHIEF SCIENTIST
(AF/ST)****Figure 31.1. Organization Chart for the Chief Scientist.****31.1. Chief Scientist (AF/ST).** The Chief Scientist:

31.1.1. Is chief scientific advisor to the Chief of Staff and other Air Force leaders. Provides independent evaluations and advice across a broad range of subjects, basing recommendations primarily on technical merit. Identifies and analyzes technical issues and brings them to the attention of Air Force leaders as appropriate.

31.1.2. Works with the Air Force Scientific Advisory Board (SB) to define studies and select candidates for membership and chairperson. Is a member of the Steering Committee. Attends AF/SB meetings and study groups as appropriate.

31.1.3. Looks after the health of the Air Force in-house technical enterprise. Is an ex officio member of the Air Force Materiel Command (AFMC)/ST Mission Element Board. Interacts with AFMC/CC, Product Center Commanders, Technical Executive Officer (AFMC/ST), and Laboratory Commanders or Directors. Interacts with other Services and the Office of the Secretary of Defense (OSD) on issues affecting the in-house technical enterprise.

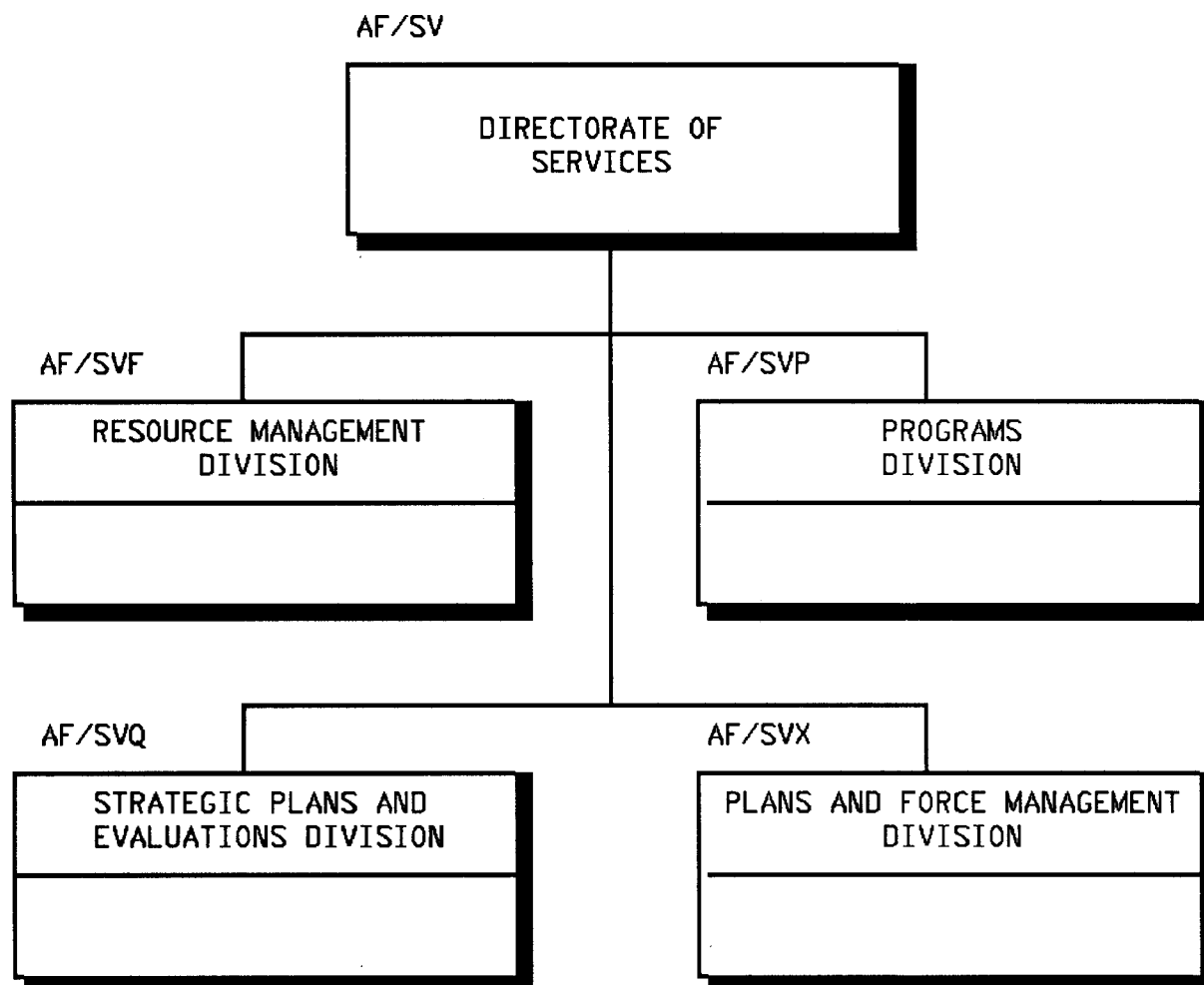
31.1.4. Serves as the FP for Air Force technical leaders. Convenes and chairs semi-annual meetings of the chief scientists and technical advisors of Air Force laboratories, test centers, major commands, and others as appropriate. Convenes and chairs periodic meetings of Air Force scientists.

31.1.5. Is a principal representative of the Air Force to the civilian scientific and engineering community and to the public at large.

Chapter 32

SERVICES
(AF/SV)

Figure 32.1. Organization Chart for the Directorate of Services.

**32.1. Directorate of Services (AF/SV).** The Directorate of Services:

32.1.1. Acts as the principal advisor to the Secretary of the Air Force, Air Force Chief of Staff, and members of Congress for Morale, Welfare, Recreation, and Services programs and policy.

32.1.2. Provides advice and counsel to the Major Commanders on the programs under their jurisdiction.

32.1.3. Manages the \$2.5 billion Services business which includes the allocation of limited appropriated fund (APF) resources.

32.1.4. Serves as a key member of the Air Force Morale, Welfare and Recreation Advisory Board which formulates Services corporate direction and broad policies to ensure a balanced program for the entire Air Force community.

32.1.5. Establishes and maintains the proper oversight for the administration of Services programs worldwide.

32.1.6. Ensures adequate resources and training are available to sustain the wartime readiness posture of Services personnel.

32.2. Resource Management Division (AF/SVF). The Resource Management Division:

32.2.1. Acts as the primary contact to the Defense Finance and Accounting Service (DFAS), the Office of the Secretary for Financial Management, the Air Force Audit Agency (AFAA), the General Accounting Office (GAO), the Air Force Inspector General, and the Air Force Office of Special Investigations (AFOSI).

32.2.2. Develops operational policy for the management of both appropriated and nonappropriated funds.

32.2.3. Interprets Congressional and Secretariat oversight policy and standards, and provides guidance for Air Force-wide action.

32.2.4. Determines sound business practices which will be followed by major command- (MAJCOM-) and base-level activities. Monitors financial indicators and other key metrics.

32.2.5. Manages the Fraud, Waste and Abuse Program.

32.2.6. Oversees the Nonappropriated Fund (NAF) Facilities Program.

32.2.7. Determines Army/Air Force Exchange Service (AAFES) dividend allocation policy and base/MAJCOM resource allocation.

32.2.8. Develops budget submission for the Directorate and represents Services on the Financial Oversight Working Group (FOWG) for determining distribution of Air Staff funds.

32.2.9. Provides fiduciary oversight and review of Services programs.

32.2.10. Serves as focal point for the Services Resources Directive (AFPD 34-2, *Managing Nonappropriated Funds*).

32.2.11. Acts as the office of primary responsibility (OPR) for the Finance and Audit Committee of the Air Force Morale, Welfare and Recreation (MWR) Advisory Board.

32.3. Programs Division (AF/SVP). The Programs Division:

32.3.1. Develops program policy for the Services program.

32.3.2. Acts as Air Force (AF) liaison with the Department of Defense (DoD) Mortuary Affairs Program.

32.3.3. Develops standards for Services program activities.

32.3.4. Performs studies and analyses and develops long range program plans.

32.3.5. Interprets Congressional and Secretariat oversight policy and standards for Services; programming issues and provides guidance for Air Force wide action.

32.3.6. Member of DoD policy councils for food service, lodging, and mortuary affairs.

32.3.7. Acts as AF liaison for Armed Forces Sports Council and for DoD youth and child care programs.

32.3.8. Serves as OPR for AFPD 34-4, *Food Service*; AFPD 34-5, *Mortuary Affairs*; AFPD 34-6, *Air Force Lodging*; AFPD 34-7, *Child Development Programs*; AFPD 34-8, *Youth Programs*; and 34-9, *Laundry, Dry Cleaning, and Linen Exchange*; and pertinent Air Force Instructions.

32.4. Strategic Plans and Evaluations Division (AF/SVQ). The Strategic Plans and Evaluations Division:

32.4.1. Manages the Total Quality Service Program for Services.

32.4.2. Acts as OPR for AAFES, Defense Commissary Agency (DeCA), Air Force MWR Advisory Board meetings, and DoD Executive Resale Board.

32.4.3. Develops and monitors AF Services Corporate Standards.

32.4.4. Develops long-range strategic plans for Services.

32.4.5. Integrates Congressional and Secretariat oversight policy and standards and provides guidance for Air Force wide action.

32.4.6. Focal point for Congressional Hearings.

32.4.7. Serves as OPR for AFPD 34-1, *Morale, Welfare, Recreation, and Services Programs*.

32.4.8. Provides executive briefing support.

32.4.9. Provides oversight and policy development of Air Force Services unit, programs, and individual awards.

32.4.10. Provides oversight and development of Services metrics and process evaluations.

32.5. Plans and Force Management Division (AF/SVX). The Plans and Force Management Division:

32.5.1. Develops policy for APF and NAF manpower and personnel utilization.

32.5.2. Administers the Air Force NAF personnel program.

32.5.3. Develops policy for and provides oversight of education and training initiatives for all Services' officer, enlisted and civilian personnel.

32.5.4. Develops Services policy for Readiness and provides oversight and integration of command readiness planning efforts.

32.5.5. Serves as OPR for Services Management Information Systems (MIS) requirements.

32.5.6. Develops Services organizational structures and alignment policy.

32.5.7. Interprets Congressional and Secretariat oversight policy and standards relating to Services' plans and force management issues, and provides guidance for Air Force wide action.

32.5.8. Represents the Air Force on the DoD NAF Personnel Policy Council.

32.5.9. Performs studies and analyses for Services Plans and Force Management issues, develops long range manpower and personnel plans, and develops program action documents (PADs) for Services issues.

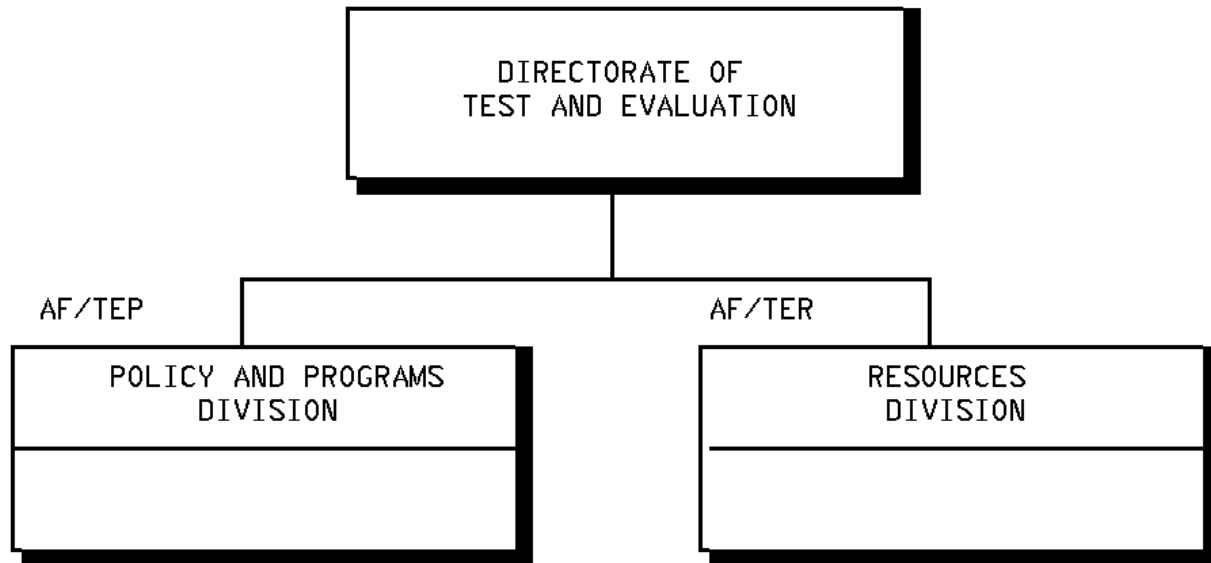
32.5.10. Focal point for base closure and realignment actions.

32.5.11. Serves as OPR for AFPD 34-3, *Nonappropriated Funds Personnel Management and Administration*.

Chapter 33

TEST AND EVALUATION
(AF/TE)

Figure 33. 1. Organization Chart for the Directorate of Test and Evaluation.
AF/TE



33.1. Directorate of Test and Evaluation (AF/TE). The Directorate of Test and Evaluation:

33.1.1. Is responsible to the Chief of Staff of the Air Force for:

33.1.1.1. Establishing Air Force test and evaluation (T&E) policy.

33.1.1.2. Determining the adequacy of T&E resources required to support weapon system development.

33.1.1.3. Resolving developmental and operational test programmatic issues.

33.1.2. The director as the Air Force T&E Executive:

★33.1.2.1. Advises the Chief of Staff and Secretary of the Air Force on the T&E process, including developmental T&E (DT&E), operational T&E (OT&E), and Live Fire Test (LFT) matters.

33.1.2.2. Is the sole Air Force focal point (FP) for T&E matters.

★33.1.2.3. Maintains close liaison with and coordinates and resolves T&E policy and resource issues with Office of the Under Secretary of Defense Acquisition and Technology (OUSD(A&T))/Director, Test Systems Engineering and Evaluation (DTSE&E), OSD Director, Operational Test and Evaluation (DOT&E), and other services and defense agencies.

33.1.2.4. Acts as the final review authority for Test and Evaluation Master Plans (TEMP) prior to Air Force Acquisition Executive (AFAE) approval.

★33.1.2.5. Approves Air Force operational assessment (OA) and OT&E plans prior to submission to OSD for approval of adequacy.

33.1.2.6. Reviews and prepares release of T&E reports outside the Air Force.

33.1.2.7. Assures test results are available to acquisition decision makers.

★33.1.2.8. AF representative to the Defense T&E Steering Group (DTESG).

33.1.2.9. Chairs the AF T&E Investment Committee (TIC).

33.1.2.10. Serves as a member of the Senior Level Requirements and Acquisition Program Review Panel (Requirements/Summits).

33.1.2.11. Conducts other functions as directed by the Chief of Staff.

★33.1.2.12. Serves as the focal point for the Air Force Foreign Materiel Program.

★33.1.2.13. Serves as a member of the Air Force Acquisition Reform Senior Steering Group.

★33.1.2.14. Serves as a member of the Cost and Operational Effectiveness Analysis (COEA) Users' Group (COG).

★33.1.2.15. Serves as a member of the Budget Review Group.

★33.1.2.16. Serves as a member of the Tri-Service Resource Management Committee Board of Directors.

★33.1.2.17. Functions as the Executive Agent for T&E.

★33.1.2.18. Establish the Air Force Foreign Materiel Program (FMP) policy, advocate resources, and provides guidance and oversight of foreign materiel acquisition and exploitation programs.

★33.1.3. Foreign Materiel Office (AF/TE(FMO)). The Foreign Materiel Office:

★33.1.3.1. As Air Staff OPR, this office:

★33.1.3.2. Acts as the Air Force Foreign Materiel Program (FMP) executive agent and promulgates Air Force foreign materiel policy as OPR for AFI 99-114, *Foreign Materiel Program*.

★33.1.3.3. Formulates Air Force FMP policy, acquisition and exploitation strategies and the overall program plan. Reviews and approves the FMP Annual Plan prior to submission to the Defense Intelligence Agency (DIA), Advises SECAF, AF/CC, AF/CV, AF/CVA and OSD on FMP matters.

★33.1.3.4. Administers the Air Force foreign materiel acquisition program and monitors the related contracting process. Oversees source determination processes for foreign materiel acquisition. Maintains and updates, at least annually, the AF/CV-approved foreign materiel top priorities acquisition list. Submits proposed deviations to AF/CV for approval. Coordinates appropriate statements of interest (SOI) and submits to the DIA.

★33.1.3.5. Administers the Air Force foreign materiel exploitation programs, providing Air Staff oversight, review of ongoing exploitation programs, as necessary. Maintains and updates, at least annually, the foreign materiel top priorities exploitation list. Reviews and approves the annual Air Force FMP exploitation report prior to submission to the DIA.

★33.1.3.6. Performs program element monitor responsibilities for that portion of PE 0604256F (Threat Simulator Development) that funds acquisition and exploitation support activities. Advocates foreign materiel support funding requirements, administers program execution.

★33.1.3.7. Develops, coordinates and assists SAF/PA and OASD(PA) with responses to media events and Congressional inquiries regarding Air Force foreign materiel acquisition and exploitation activities with SAF/LL and SAF/FM assistance as required.

★33.1.3.8. Represents the Air Force at national, multi-national, and DoD forums. Develops and coordinates Air Staff and Service position on DoD and national foreign materiel issues.

- ★33.1.3.9. Chairs the Foreign Materiel Operational Exploitation Committee to ensure continuity in all aspects of exploitation within the Air Force operational community.
- ★33.1.3.10. Chairs the Foreign Materiel Program Committee to ensure Air Force acquisition, intelligence, operational, and test and evaluation concerns are addressed corporately.
- ★33.1.3.11. Advises AF/CV on foreign materiel acquisition and/or exploitation issues. Acts as Foreign Materiel Program Board (FMPB) executive secretariat and provides AF/CV and FMPB members periodic status reports on Service and DoD foreign materiel activities.
- ★33.1.3.12. Promulgates Air Force Foreign Materiel Program (FMP) policy and is OPR for AFI 99-114, Foreign Materiel Program.
- ★33.1.3.13. Develops and advocates the annual budget for the FMP (acquisition, exploitation, and blue operational requirements) and coordinates opportunities for augmented funding.
- ★33.1.3.14. Approves all Concept of Utilization (COU) documents which define foreign systems' life cycle exploitation activities and costs.
- ★33.1.3.15. Represents the Air Force at multi-national and DoD FMP forums, including Foreign Materiel Program Review Board (OSD/C3I), the Joint Foreign Materiel Program Committee, and the Foreign Materiel Program Steering Committee (0-6 level uniformed services).
- ★33.1.3.16. Determines the minimum security guidelines for AF-owned foreign materiel consistent with guidance provide by the Defense Intelligence Agency (DIA), the source country, or, in some cases the collector.
- ★33.1.3.17. Reviews and approves the FMP Annual Plan prior to submission to the DIA.
- ★33.1.3.18. Provides minimum overall FMP security guidance prior to assets arriving in CONUS, if possible.
- ★33.1.3.19. Insures the exploitation responsible agency (RA) will develop a security classification guide for each foreign materiel exploitation and implement the security guidance for foreign materiel items within their control. The RA will use guidance provided by HQ USAF/TE or other agencies responsible for classification of the asset.

33.2. Policy and Programs Division (AF/TEP). The Policy and Programs Division:

33.2.1. As Air Staff office of primary responsibility (OPR), this Division:

33.2.1.1. Promulgates Air Force T&E policy and is the OPR for:

33.2.1.1.1. AFPD 99-1, *Test and Evaluation Process*.

33.2.1.1.2. AFI 99-101, *Developmental Test and Evaluation*.

33.2.1.1.3. AFI 99-102, *Operational Test and Evaluation*.

★33.2.1.1.4. AFI 99-103, *Air Force Test and Evaluation Process*.

★33.2.1.1.5. AFI 99-105, *Live Fire Test and Evaluation*.

33.2.1.1.6. AFI 99-106, *Joint Test and Evaluation*.

33.2.1.1.7. AFI 99-108, *Programming and Reporting Missile and Target Expenditures in Test and Evaluation*, RCS: HAF-TEP (SA) 7101.

★33.2.1.1.8. AFMAN 99-112, *Electronic Warfare (EW) Test and Evaluation Process--Direction and Methodology for EW Testing*.

33.2.1.2. Oversees all Air Force test activities in support of acquisition.

33.2.1.3. Reviews and coordinates T&E inputs to Congressional Data Sheets and OSD/DOT&E's Annual Report to Congress.

33.2.1.4. Is the Air Force OPR for the OSD-sponsored Joint Test and Evaluation (JT&E) Program.

33.2.1.5. Monitors Congressional legislation and actions for T&E impacts.

★33.2.1.6. Reviews Mission Need Statement (MNS) Program Management Directives (PMDs), Operational Requirements Documents (ORDs), and TEMPs for proper T&E support and responsibilities.

33.2.2. For the Directorate, this Division:

33.2.2.1. Coordinates on all acquisition PMDs.

33.2.2.2. Sponsors T&E briefings to Air Force and OSD decision makers.

33.2.2.3. Provides representation for Senior Level Requirements and Acquisition Program Reviews (Requirements/Summits).

33.2.3. Other Responsibilities:

33.2.3.1. Assures the views of the Air Force T&E community are made to acquisition decision makers.

33.2.3.2. Advises the AFAE on T&E matters relating to the development and acquisition of Air Force Systems.

33.3. Resources Division (AF/TER). The Resources Division:

33.3.1. As Air Staff OPR, this Division:

33.3.1.1. Formulates the acquisition strategy and overall program plan for T&E resources in conjunction with developing and using commands.

33.3.1.2. Administers the Test Investment Planning and Programming (TIPP) process and AF T&E Modernization Planning Process.

33.3.1.3. Advocates the best acquisition approach for T&E resources to the Air Force Secretariat, Air Staff, OSD, and Congress.

33.3.1.4. Oversees the Air Force test infrastructure and ensures that adequate facilities are available to support the Air Force T&E activities.

33.3.1.5. Performs all Program Element Monitor (PEM) responsibilities for the following T&E infrastructure and support program elements (PEs):

33.3.1.5.1. PE 27426 - Air Force Operational Test and Evaluation Center (AFOTEC)

33.3.1.5.2. PE 28015 - Combat Development

33.3.1.5.3. PE 64256 - Threat Simulator Development

33.3.1.5.4. PE 64759 - Major T&E Investment

33.3.1.5.5. PE 65712 - Initial Operational Test and Evaluation (IOT&E)

33.3.1.5.6. PE 65807 - Test and Evaluation Support

33.3.1.5.7. PE 65896 - Base Operations Support

33.3.1.6. Promulgates Air Force T&E Resources Policy and is OPR for:

33.3.1.6.1. AFI 99-107, *Test Pilot School*.

33.3.1.6.2. AFI 99-109, *Test Resources Planning*.

33.3.1.6.3. AFI 99-111, *Test Infrastructure*

★33.3.1.6.4. AF T&E Mission Support Plan

★33.3.1.7. Serves as a member of the AF Enhanced Corporate Structure which supports the Air Force Planning, Programming and Budgeting System (PPBS) process. This includes membership in the AF Group and appropriate Integrated Process Teams (IPTs) and Research, Development and Test and Evaluation (RDT&E) panel.

33.3.2. For the Directorate, this Division:

33.3.2.1. Provides representation to the following working groups:

33.3.2.1.1. Defense Test and Training Group

33.3.2.1.2. CROSSBOW-S Committee

★33.3.2.1.3. Base Realignment and Closure.

★33.3.2.1.4. Air Force and T&E Joint Cross-Service Group.

33.3.2.2. Develops policy for the use of existing Air Force Major Range and Test Facilities Base (MRTFB) and investment in new capabilities.

33.3.2.3. Approves requests for contractor use of Air Force test facilities and ranges.

★33.3.2.4. Serves as functional manager of T&E functional area within the Acquisition Personnel Development Program and the Air Force Test Pilot School.

★33.3.2.5. Serves as a member of the Executive Secretariat of T&E Executive Agency Board of Directors (BoD)

33.3.3. Other Responsibilities:

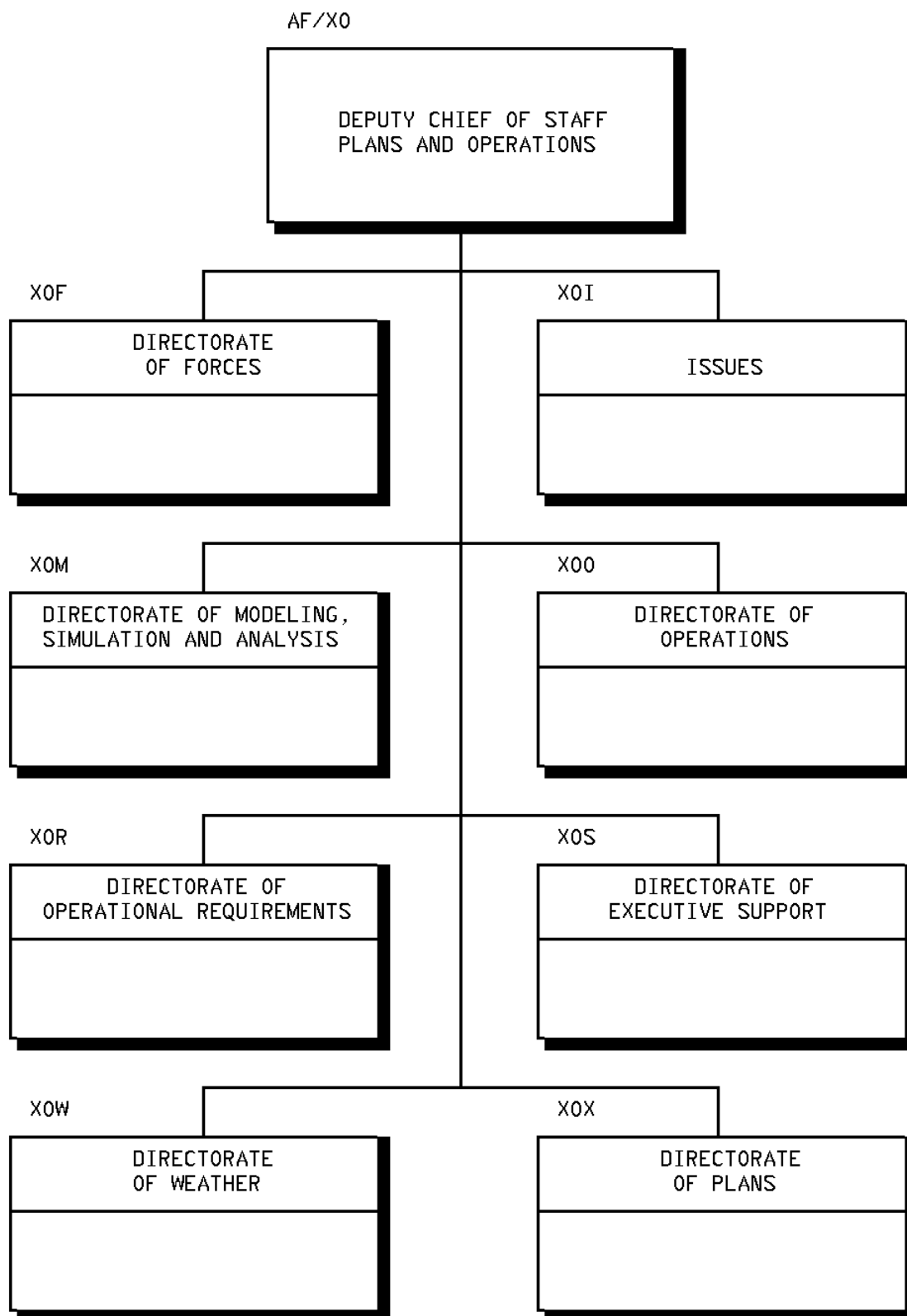
33.3.3.1. Assures that an adequate assessment of the T&E infrastructure is available to acquisition decision makers.

33.3.3.2. Advises the AFAE on T&E resource matters relating to the development and acquisition of Air Force systems.

Chapter 34

DEPUTY CHIEF OF STAFF FOR PLANS AND OPERATIONS (AF/XO)

★Figure 34.1. Organization Chart for the Deputy Chief of Staff for Plans and Operations.



34.1. Deputy Chief of Staff for Plans and Operations (AF/XO). The Deputy Chief of Staff for Plans and Operations:

34.1.1. Is responsible to the Chief of Staff for developing Air Force positions on strategy, policy, and objectives, and for preparing and implementing plans and operations.

34.1.2. Is responsible for justifying these plans and operations before the proper elements of the Department of Defense (DoD) and other government agencies.

34.1.3. Is the office of primary responsibility (OPR) for unilateral and joint war planning, operational training and readiness, command, control and communications, politico-military planning, and development of Air Force Doctrine and long-range plans for the employment of air and space of both active and reserve Air Forces.

34.1.4. Is responsible for planning and monitoring all matters pertaining to the United States Air Force (USAF) force structure development. Determines tasks that the Air Force must perform in light of threat, defense, and military strategy. Analyzes missions likely to be attained within anticipated resource limits.

34.1.5. Assists the Chief of Staff in providing operationally ready forces in response to the needs of the unified and specified command.

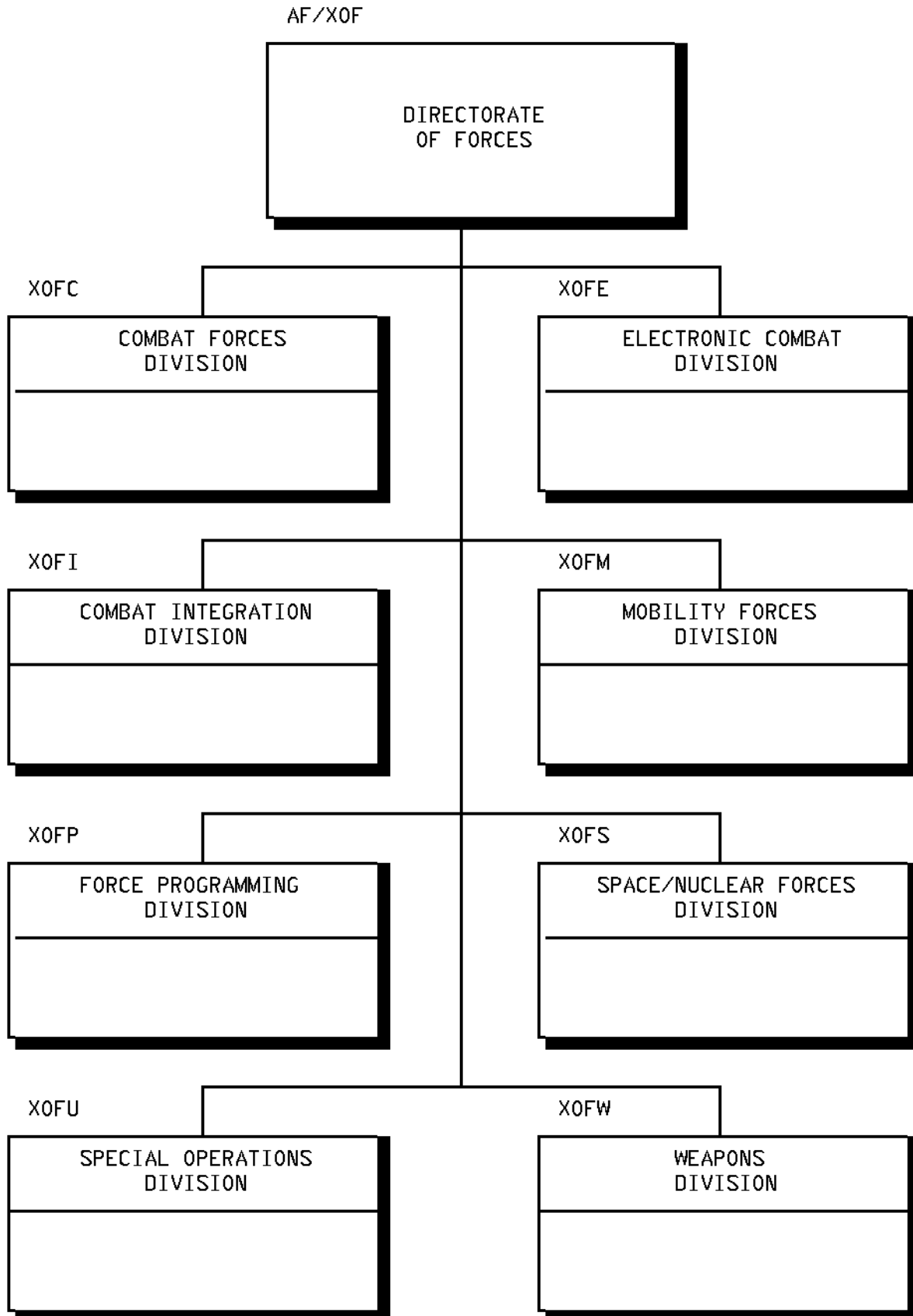
34.1.6. Prepares operational concepts and doctrine for employing air and space weapon systems, and directs the Air Force Operations Group (AFOG).

34.1.7. Within the resource limits, ensures development and management of worldwide command, control and communications systems support for National Command Authorities (NCA) and Air Force requirements.

34.1.8. As the Operations Deputy of the Chief of Staff, is primarily responsible for formulating Air Staff positions on matters under consideration by the Joint Chiefs of Staff (JCS) and National Security Council (NSC), and is single point of contact (POC) in Headquarters United States Air Force (HQ USAF) for JCS and NSC related matters.

34.1.9. Is responsible for establishing policy for the Air Force operational requirements process. Supports major command (MAJCOM) requirements development and evaluation, mission need and modification prioritization, and initial planning through acquisition milestone I.

Figure 34.2. Organization Chart for the Directorate of Forces.



34.2. Directorate of Forces (AF/XOF). The Directorate of Forces:

34.2.1. Develops and oversees the planning, programming and equipping of all USAF Global Reach-Global Power combat forces and selected military combat forces related to Special Operations and the exploitation of Space in support of the Air Force mission.

34.2.2. Functions as the Air Staff OPR for meeting worldwide operational requirements with resources and balancing force readiness and sustainability with force modernization. Air Staff POC for developing executable programs to meet worldwide force requirements across the full spectrum of Air Force combat capabilities. Orchestrates corporate Air Force recommendations and resolutions to Air Force senior leadership through four Global Reach-Global Power Resource Allocation Teams consisting of:

34.2.2.1. Power Projection Team (AF/XOFC), general purpose combat forces.

34.2.2.2. Global Mobility Team (AF/XOFM), airlift and tanker forces.

34.2.2.3. Nuclear Deterrence Team (AF/XOFS), Air Force Single Integrated Operational Plans (SIOP) nuclear forces.

34.2.2.4. Space Team (AF/XOFS), space and C31 forces.

34.2.3. Primary Air Staff focal point (FP) for all USAF Force Structure and Force Programming issues, Program Change Requests, and combat support functions to include electronic combat, weapons and combat integration. Recommends force structure for inclusion into the USAF Program Objective Memorandum (POM).

34.2.4. Is the primary assistant to the Chief of Staff in providing combat ready forces for employment by unified and specified commands. Augments the JCS staff during contingencies, crises, or periods of heightened tensions. Provides critical operations expertise to the Chief of Staff and the Secretariat in review of courses of action for time-critical, sensitive issues.

34.2.5. Provides expertise to the entire Deputy Chief of Staff (DCS) in Congressional liaison, budget matters, and POM development and review.

NOTE: Air Reserve Forces and Air National Guard Advisors (AF/XOF).

As provided in Title 10, United States Code, Sections 265 and 8021, manpower authorizations include specific positions from Air National Guard and Air Force Reserve manpower resources who serve under criteria set forth in AFI 36-2116, *Extended Active Duty for Reserve Component Officers*. Each has direct access to the Director of Forces and advises and assists throughout the directorate on the formulation of policies, plans, programs, and regulations for and employment of Air Reserve Forces.

34.3. Combat Forces Division (AF/XOFC). The Combat Forces Division:

34.3.1. As Air Staff OPR, this Division:

34.3.1.1. Provides the Air Staff operations monitors for fighter and conventional bomber aircraft (A-10, F-15, F-16, F-117, F-111, B-52, B-1, B-2, and HH-60G), Combat Air Forces (CAF) training, operational headquarters accounts, training ranges, tactical portion of range improvement program, and strategic defense interceptor training.

34.3.1.2. Chairs the Power Projection Team for the Global Reach-Global Power Resource Allocation Process.

34.3.1.3. Develops fighter, conventional bomber, and air rescue aircraft force structure recommendations and rationale to support Global Reach-Global Power.

34.3.1.4. Develops strategy-to-task roadmaps for each conventional combat mission area.

34.3.1.5. Provides USAF position to JCS on tactical nuclear weapons safety rules.

34.3.1.6. Represents USAF on DoD steering group for EURO-North Atlantic Treaty Organization (NATO) training.

34.3.1.7. Coordinates with the Deputy Undersecretary for International Affairs, other Air Staff offices, and the MAJCOMs on the visits by dignitaries and senior leaders to FLAG-series exercises.

34.3.2. As Air Staff FP, this Division:

34.3.2.1. Provides employment expertise on fighters, conventional bombers and air rescue issues.

34.3.2.2. Provides leadership for the Power Projection Resource Allocation Team.

34.3.2.3. Provides responses to Congressional inquiries and to DoD staff on fighter, conventional bomber, and air rescue.

34.3.2.4. Coordinates Air Force fighter, conventional bomber, and air rescue inputs to JCS documents such as National Military Strategy Document (NMSD) and the Chairman's Program Assessment (CPA).

34.3.2.5. Coordinates on all matters relating to development of fighter, bomber, and air rescue force structure.

34.3.2.6. Coordinates development of non-strategic nuclear forces.

34.3.2.7. Single POC for operational issues relating to aircraft combat identification systems. Serves as USAF representative to the Military NATO Commanders' Working Group on Identification.

34.3.2.8. Provides U.S. delegate to EURO-NATO Training Air Force Subgroup on F-16 Multinational Operational Subcommittee.

34.3.3. As Air Staff POC, this Division:

34.3.3.1. Coordinates with the CAF on all matters relating to development of fighter, bomber, and air rescue force structure planning within the Power Projection Resource Allocation Team.

34.3.3.2. Coordinates with DoD and the Joint Staff on general purpose forces issues.

34.3.3.3. Reviews MAJCOM and Commander-in-Chief (CINC) fighter, conventional bomber, and air rescue forces recommendations to NMSD for the USAF Risk Evaluation Force.

34.3.3.4. Coordinates Air Force Mission Need Statements (MNS) and joint MNS relating to general purpose fighter, bomber, and air rescue.

34.3.4. For the DCS, this Division:

34.3.4.1. Develops positions in response to Congressional and JCS inquiries and requests for briefings, information, etc., concerning general purpose forces and combat forces planning issues.

34.3.4.2. Develops Air Force position on all budget issues relating to Power Projection.

34.3.4.3. Is POC for initiatives and for development of new general purpose weapons systems and force planning related enhancements to present systems.

34.3.4.4. Is POC for developing general purpose forces section of Secretary of Defense (SECDEF), JCS Chairman, and the Secretary of the Air Force (SECAF) and Chief of Staff of the Air Force (CSAF) Annual Posture and Defense Reports.

34.3.4.5. Is POC for preparing inputs to and monitoring Defense Planning Guidance (DPG), combat force structure related sections.

34.3.4.6. Is POC for JCS actions relating to non-strategic nuclear forces.

34.3.4.7. Presents the DCS priorities on budget decisions relating to Air Force.

34.3.4.8. Provides operational inputs to fighter, bomber, and air rescue rated distribution and training management.

34.3.4.9. Serves as the project office for fighter, bomber, and air rescue discussions and talks with air forces of friendly nations.

34.3.4.10. Actively participates in the development of time-sensitive contingency plans for the employment of combat air forces during real-world crises.

34.3.4.11. Assists in the development and monitors with other AF/XO divisions the Joint Strategic Planning Document (JSPD).

34.3.4.12. Provides Air Staff expertise and chairperson to mission area analysis working groups involving general purpose mission areas.

34.3.4.13. Provides membership and combat forces structure expertise for DCS on all Air Force, Joint and DoD study groups, part-time, full-time, and ad hoc, as necessary.

34.3.4.14. Provides expertise and membership for the Priority Review Group, a modification review working staff.

34.3.4.15. Provides AF/XO inputs for the Non-Strategic Nuclear Forces Survivability, Security and Safety Program.

34.3.5. For the Directorate, this Division:

34.3.5.1. Functions as FP for all matters relating to general purpose forces and non-strategic nuclear forces planning, programming, and budgeting.

34.3.5.2. Acts as FP for expertise on combat forces structure matters with all other Directorates and outside agencies.

34.3.5.3. Coordinates all studies relating to fighter, bomber, and air rescue forces.

34.3.5.4. Monitors recommendations of the Force Structure Committee and Program Review Committee regarding general purpose forces.

34.3.5.5. Provides the expertise to review Emergency War Plans (EWP) and other contingency plans. Recommends criteria for testing operational feasibility of EWP.

34.3.5.6. Assesses and makes recommendations on the operational impact of foreign military sales and national disclosure issues.

34.3.5.7. Approves unit Designed Operational Capability (DOC) statements.

34.3.5.8. Advises on the allocation of fighter, bomber, and air rescue munitions to MAJCOMs.

34.3.6. Other Responsibilities:

34.3.6.1. Evaluates capabilities and identifies deficiencies in combat forces hardware, training, and tactics. Initiates Air Staff actions to correct deficiencies and evaluates corrective actions.

34.3.6.2. Evaluates the requirements for and the development of aircraft, avionics, munitions, and aircrew training to meet worldwide tasking.

34.3.6.3. Maintains familiarity with the current and projected enemy threat worldwide. Ensures a realistic threat capability is properly articulated for use by planners, requirements experts, developers, and study groups.

34.3.6.4. Provides fighter, bomber, and air rescue expertise on HQ USAF Contingency Support Staff and Air Force Emergency Operations Center.

34.3.6.5. Helps develop and monitor Defense Planning Questionnaire (DPQ) in areas related to fighter, conventional bomber, and air rescue forces.

34.3.6.6. Maintains day-to-day close working relationships with divisions in SAF/AQ, AF/PE, AF/LG, AF/IN, and MAJCOMs on matters relating to fighter, bomber, and air rescue forces.

34.3.6.7. Provides recommended positions and rationale regarding fighter, bomber, and air rescue forces to DCS, Directorate, and Deputy Directorate for deliberation on Air Force Council, Operating Budget Review Group (OBRG), and Budget Review Committee (BRC).

34.3.6.8. Requests studies on matters relating to general purpose forces and fighter and bomber forces sizing and concept of operations.

34.3.6.9. Monitors Air Force requirements for tactical nuclear force mix.

34.3.6.10. Provides briefings and other source material on fighter, bomber, and air rescue related subjects for presentation to government officials at all levels.

34.4. Electronic Combat Division (AF/XOFE). The Electronic Combat Division:

34.4.1. As Air Staff OPR, this Division:

34.4.1.1. Accomplishes the programming of Electronic Combat (EC) assets.

34.4.1.2. Provides the Air Staff employment expertise on Electronic Combat resources and capabilities, Suppression of Enemy Air Defenses (SEAD) concepts and techniques, and Air Force Command, Control, and Communications Countermeasures (C3CM). Provides the Air Staff programmers for EF-111A, Tactical Jamming System; F-4G, Wild Weasel; and EC-130H, Compass Call squadrons.

34.4.1.3. Develops, coordinates and publishes the Air Force C3CM Roadmap; the Directed Energy (DE) Roadmap, and eight EC policy regulations. Provides inputs to the JCS for the DoD Electronic Warfare Master Plan.

34.4.1.4. Provides operational oversight for: Wild Weasel, EF-11As, and Compass Call programs (HARM, Compass Call Special Access programs, Launcher Avionics Package for F-16, etc.); EC self-protection systems for Tactical, Strategic, Airlift and Special Operations forces; and Unmanned Air Vehicles (UAV) used for Suppression of Enemy Air Defenses.

34.4.1.5. Manages Air Force Electronic Warfare Integrated Reprogramming (EWIR).

34.4.1.6. Provides policy decisions for Foreign Military Sales cases involving Electronic Combat equipment.

34.4.1.7. Provides EC advocacy of MAJCOM MNSs and Operational Requirements Documents (ORDs). Generates Air Staff, JCS, and Office of the Secretary of Defense (OSD) requirements documentation, ensuring multi-MAJCOM commonality.

34.4.2. This Division also:

34.4.2.1. Provides inputs on EC training requirements, equipment, and ranges.

34.4.2.2. Monitors and provides inputs to the Range Improvement Program (RIP).

34.4.2.3. Coordinates on development and acquisition of mission planning systems and other computer based devices planned for operational squadrons.

34.4.3. For the DCS, this Division:

34.4.3.1. Provides EC expertise to contingency and special operations planning and execution.

34.4.3.2. Coordinates on EC budget matters, modernization or conversion of equipment, and foreign disclosure and releasability of EC related hardware and tactics.

34.4.3.3. Provides input for all joint EW, SEAD, and C3CM issues.

34.4.3.4. Provides EC advisors to the Force Structure Committee.

34.4.3.5. Works joint packages dealing with operational aspects of EC, including EW, SEAD, and C3CM.

34.4.4. For the Directorate, this Division:

34.4.4.1. Develops operational positions on EC systems, weapons, force structure, and basing issues.

34.4.4.2. Provides responses to Congressional inquiries on EC operational and planning matters.

34.4.4.3. Represents the Directorate on all matters involving EC capabilities.

34.4.4.4. Reviews Unified Command CONPLANS and Operation Plans (OPLANS) for EW and C3CM.

34.4.4.5. Reviews System Operational Concepts and MNSs for EC considerations.

34.4.4.6. Provides EC operational inputs to AF, Joint Staff, and OSD. Coordinates on strategy, guidance, and planning documents.

34.4.4.7. Reviews NATO EW plans and programs.

34.4.4.8. Develops EC initiatives.

34.5. Combat Integration Division (AF/XOFI). The Combat Integration Division:

34.5.1. For the DCS, this division:

34.5.1.1. Provides Program Element Monitors (PEMs) for:

34.5.1.1.1. Tactical airborne command and control program elements for the EC-130E Airborne Battlefield Command and Control Center (ABCCC), EC-135K, OA-10, OV-10, and OA-37.

34.5.1.1.2. North American air defense surveillance and control program elements Surveillance Radar Stations/Sites, DEW Line and Over-the-Horizon Backscatter (OTH-B) Radars (Operations and Maintenance - O&M).

34.5.1.1.3. Mission Evaluation Activity (1984th RADES).

34.5.1.1.4. OTH-B and Air Sovereignty Communications.

34.5.1.1.5. Research and development program elements dealing with enhancements to the Theater Air Control System (TACS), and future weapons systems interoperability issues.

34.5.1.1.6. SENIOR YEAR (U-2).

34.5.2. As Air Staff OPR, this division:

34.5.2.1. Reviews and coordinates on operational requirement documents for adequacy of content, and evaluates concepts and doctrine for selected ground and airborne elements of the TACS, the North American aerospace defense surveillance control systems, as well as the support of the integrated Tactical Warning/Attack Assessment mission.

34.5.2.2. Evaluates concepts and procedures for the integration and use of intelligence systems and information into the TACS.

34.5.2.3. Coordinates USAF activities pertaining to interservice and allied tactical command and control development programs, systems interface, and interoperability issues. As the Air Force FP for the European Theater Air Command and Control System (ETACCS) program, evaluates concepts and staffs USAF alternatives to the NATO Air Command and Control System (ACCS).

34.5.2.4. Serves as the functional manager for the following Air Force Specialty Codes (AFSCs):

34.5.2.4.1. 13BX - Command and Control Operations.

34.5.2.4.2. 1C5XX - Aerospace Control and Warning System.

34.5.2.4.3. 11XXZ - Forward Air Controller.

34.5.2.4.4. 11XXU - Air Liaison Officer, Forward Air Control Staff Officer.

34.5.2.4.5. 1C4XX - Tactical Air Command and Control.

34.5.2.5. Provides aerospace defense and theater command and control expertise to both the Air Force Operations Center Contingency Support Staff, and the Air Force Emergency Operations Center.

34.5.2.6. Provides Air Staff representation to the Joint Tactical Information Distribution System (JTIDS) Message Standard Working Group (JOSG) Service Team.

34.5.2.7. Provides Air Staff FP for coordination with Air Combat Command's Directorate of Interoperability (HQ ACC/DRI).

34.5.2.8. Provides the principal Air Force member to the Joint Tactical Fusion Interoperability Standards Working Group.

34.5.2.9. Provides the United States representative to the Operations, Technical and Support (OTS) committee of the Board of Directors for the NATO AEW program.

34.5.2.10. Provides Air Staff representation to the US/NATO AEW Operational Working Group (AOWG).

34.5.2.11. Provides Air Staff representation to the North American Air Defense Modernization Supplementary Arrangement working group between the USAF and Canadian Forces on con-manning of the US E-3 Airborne Warning and Control System (AWACS).

34.5.2.12. Serves as program manager for Automated Mission Planning System (AMPS). FP for USAF operational requirements for AMPS. FP for MAJCOM and interoperability with future AMPS, intelligence systems and Theater Battle Management Systems.

34.5.2.13. Co-chairs the North American Air Defense Modernization Interoperability and Connectivity Working Group.

34.5.2.14. Evaluates theater command and control force readiness, force structure, training, mobilization, and currency of operational procedures.

34.5.2.15. Coordinates the operational employment of tactical air support personnel and equipment to ensure optimum AF/Army interface and cooperation.

34.5.2.16. Coordinates USAF/Joint Service actions in support of command and control operational requirements.

34.5.2.17. Serves as advocate for theater command and control and North American Air Defense System funding requirements. Prepares briefings, budget appeals and background papers pertaining to the operational capability and force posture of these systems in response to DoD and congressional inquiries and budget markups.

34.5.2.18. Evaluates U.S. Army air defense and tactical missile defense system developments and operational procedures to ensure compatibility and interoperability of weapons systems and operational procedures.

34.5.2.19. Develops policy and guidance on USAF airborne reconnaissance programs impacting five MAJCOMs (STRATCOM, ACC, Air Mobility Command (AMC), United States Air Force Europe (USAFE), ESC), the Air National Guard (ANG), and one Direct Reporting Unit (DRU) and Field Operating Agency (FOA) - AFTAC.

34.5.2.20. Advises the Chief of Staff and Joint Staff on the operational readiness of airborne reconnaissance units.

34.5.2.21. Coordinates overall Air Force operational airborne reconnaissance activities to include resources, funding, and technical activities to include resources, funding, and technical activities pertaining to:

34.5.2.21.1. Theater Reconnaissance, RC-135, U-2.

34.5.2.21.2. Special Reconnaissance.

34.5.2.21.3. Atmospheric Sampling (WC-135).

34.5.2.22. Coordinates on Airborne Reconnaissance Support Program (ARSP), particularly in relation to the U-2.

34.5.2.23. Directs implementation of airborne reconnaissance projects assigned to the Air Force. Coordinates operational matters (concepts, plans, capabilities, reports) related to airborne reconnaissance activities.

34.5.2.24. Reviews and coordinates concepts and procedures for the integration and use of collection systems on Air Force reconnaissance aircraft, to include record capability, data link, ground processing and system delivery schedules.

34.5.2.25. Works closely with other services to ensure adequate Air Force reconnaissance support is provided to meet validated requirements.

34.5.2.26. Coordinates and monitors monthly Peacetime Aerial Reconnaissance Program (PARPRO) approval process and taskings.

34.5.2.27. Staffs JCS papers and plans dealing with reconnaissance forces and operations. Provides assistance to action and/or briefing officers on JCS papers and directives as required.

34.5.2.28. Provides briefings to selected Air Staff and Secretariat (SAF) personnel concerning special reconnaissance activities.

34.5.2.29. Prepares Air Force responses to the General Accounting Office (GAO), Air Force Audit Agency, etc. on appropriate audits, reports; responds to Congressional inquiries relating to Air Force reconnaissance matters.

34.5.2.30. Provides reconnaissance expertise for Air Force Operations Center (AFOC), Contingency Support Staff (CSS), and Air Force Emergency Operations Center (AFEOC) manning requirements.

34.5.2.31. Serves as OPR for the following:

34.5.2.31.1. NATO Air Command and Control System (ACCS).

34.5.2.31.2. Joint Interoperability of Tactical Command and Control System (JINTACCS).

34.5.2.31.3. Joint Tactical Communications (TRI-TAC).

34.5.2.31.4. North American Air Defense Modernization Interoperability and Connectivity.

34.5.2.31.5. Joint Tactical Fusion Program (JTFFP).

34.5.2.31.6. Air Staff representative to the NORAD North Warning System (NWS) Operations Working Group.

34.5.2.31.7. Air Staff representative to the USAF and Federal Aviation Administration (FAA) Joint Radar Planning Group.

34.5.2.31.8. Air Staff representative to the Theater Command, Control, Communications Working Group.

34.5.2.31.9. Provides OPR for the Joint Tactical Fusion, and NATO AEW Modernization.

34.5.2.31.10. Anti-jam voice (HAVE QUICK, HAVE SYNC).

34.5.2.31.11. Over-the-Horizon Backscatter (OTH-B) Radar.

34.5.2.31.12. North Warning (DEW Line Improvement).

34.5.2.31.13. North Atlantic Defense System and Joint Surveillance Target Attack Radar (Joint STARS).

34.5.2.31.14. NORAD Coastal Radar.

34.5.3. As Air Staff POC, this Division:

34.5.3.1. Provides operational policy and guidance for all USAF airborne reconnaissance-related items during the budget cycle. Monitors readiness, force structure, training, mobilization, and currency of operational procedures for:

34.5.3.1.1. U-2.

34.5.3.1.2. RC-135.

34.5.3.1.3. WC-135.

34.5.3.2. In coordination with other functional agencies, monitors, evaluates, and integrates all aspects of airborne reconnaissance into a cohesive, complementary program, encompassing the entire range of USAF airborne reconnaissance from peacetime through crises and contingency situations to conflict, both low-intensity and general war.

34.5.3.3. Serves as POC with other Federal Agencies, Services, OSD, and allied countries for all operational matters concerning air-breathing reconnaissance and aerial sampling of atmospheric nuclear debris.

34.5.3.4. Oversees the operational employment of tactical, strategic, and aerial sampling reconnaissance personnel and equipment to ensure optimum interface and cooperation among all services and agencies.

34.5.3.5. Prepares briefings and background papers pertaining to reconnaissance operational capabilities and force structure for DoD/Congressional requirements.

34.5.3.6. Coordinates reconnaissance issues and perspectives on Foreign Military Sales munitions cases.

34.5.3.7. Reviews and/or prepares Congressional Justification Book and Budget Exhibits on all reconnaissance issues.

34.5.3.8. Monitors legislative and environmental activity on USAF airborne reconnaissance and aerial sampling. Assists on Congressional matters affecting these areas.

34.5.3.9. Interfaces with other services, contractors, and agencies involved in reconnaissance systems development to ensure operational requirements and concepts are coordinated and incorporated.

34.5.3.10. Supports AF/IN in developing plans and performing annual reviews of USAF and DoD airborne reconnaissance programs.

34.5.3.11. Defends reconnaissance funding requirements and appeals markups by Congress, OSD, and the Office of Management and Budget (OMB).

34.5.3.12. Supervises the Tactical Intelligence and Related Activities (TIARA) section.

34.5.3.13. Serves as FP for MAJCOM and FOA theater command and control and NORAD initiatives.

34.5.3.14. Evaluates all requirements for command and control, and identification improvements and upgrades.

34.5.3.15. Provides an operational review of command and control identification systems.

34.5.3.16. Provides Program Element Monitors (PEMs) for 10 program elements.

34.5.3.17. Coordinates on operational matters concerning all Air Force Tactical Digital Information Links (TADILs A, B, D, J, One and Interim Joint Tactical Information Message System (IJMS)).

34.5.3.18. Provides guidance and policy for non-US AWACS fleets (i.e., NATO, Saudi Arabia, United Kingdom, France, etc.) on issues such as interoperability, enhancements, and disclosure.

34.5.3.19. Provides expertise on all operational matters concerning airborne intelligence collection sensors for military and other purposes to guarantee the optimization of reconnaissance systems, programs, and procedures employed by the USAF worldwide.

34.5.3.20. Provides operational interface (Primary counterpart officers--PCOs) for several Air Force PEMs:

34.5.3.20.1. U-2.

34.5.3.20.2. RC-135.

34.5.3.20.3. ATARS.

34.5.3.21. Represents the DCS on the Reconnaissance and Intelligence (R&I) Panel.

34.5.3.22. Supervises all phases of the DoD Planning, Programming, and Budgeting System (PPBS) to include the Defense Guidance (DG), AF POM, Planning Input for POM Development (PIPD), Extended Planning Annex (EPS), Joint Program Assessment Memorandum (JPAM), Program Decision Memorandum (PDM), Budget Estimate Submission (BES), Program Budget Decisions (PBDs), and Fact Issue Papers (FIPs), as they pertain to theater command and control, airborne reconnaissance, and aerial sampling of atmospheric nuclear debris.

34.5.3.23. Analyzes the management of USAF reconnaissance programs to assure the highest operational performance. Coordinates initiatives and operations across several MAJCOMs to ensure USAF airborne reconnaissance is responsive to Air Force, DoD, and National requirements.

34.5.3.24. Monitors the activities of active and reserve tactical reconnaissance programs for interface with ground forces to make sure of adequate USAF support (aircraft mods, sensors, training programs, manuals, etc.).

34.5.3.25. Coordinates airspace and collection-track requirements of the USAF forces, both active duty and reserve, flying JCS-directed PARPRO missions.

34.5.3.26. Monitors airborne reconnaissance training and development courses as well as related intelligence and survival programs.

34.5.3.27. Provides guidance on Congressional, OSD, Joint Service, and Air Staff reconnaissance-related projects, studies, reports, and inquiries.

34.5.3.28. Evaluates operational impacts and makes recommendations concerning the release of reconnaissance equipment, tactics, and information to foreign countries.

34.5.3.29. Coordinates with other Air Staff agencies and MAJCOMs, airborne reconnaissance-manpower training standards and resource priorities.

34.5.3.30. Develops and publishes security classification guidance for reconnaissance programs.

34.5.3.31. Prepares testimony for Congressional hearings on capabilities and posture of reconnaissance forces within TIARA and the GDIP.

34.5.3.32. Provides prebriefs on selected Secretarial Performance Reviews (SPR), SAF Program Assessment and Reviews (SAFPARs), AF Systems Acquisition Review Council (AFSARC), Defense Acquisition Board (DAB), Air Force Council, and Joint Requirements Oversight Council (JROC) programs.

34.5.4. For the Directorate, this Division:

34.5.4.1. Supervises division participation in all phases of the DoD PPBS to include the JSPD, DG, Air Force POM, PIPD, EPS, JPAM, PDM, BES, Strategy and Policy Assessment (SPA), and FIPs, as they pertain to tactical command and control.

34.5.4.2. Evaluates operational concepts and plans for employment of USAF airborne reconnaissance forces.

34.5.4.3. Provides airborne reconnaissance inputs to the Joint Strategic Planning System.

34.5.4.4. Interfaces with other services, contractors, and agencies involved in reconnaissance system development to ensure operational requirements and concepts are coordinated and incorporated.

34.5.4.5. Monitors the readiness of operational airborne reconnaissance systems to perform their missions throughout all levels of conflict. Initiates action to eliminate or alleviate readiness deficiencies based on exercise results and system capability analysis or evaluation.

34.5.4.6. Represents AF/XOF on operational matters with committees, teams, and working groups that address the various aspects of airborne reconnaissance and aerial sampling, including integration of new systems, capabilities, and requirements.

34.5.4.7. Maintains close liaison with MAJCOMs to develop, deploy, and exercise prototype test beds to improve reconnaissance responsiveness to the tactical commander; assists the MAJCOMs in analysis and programmatic actions.

34.5.4.8. Ensures identified operational needs are considered by other functional Air Staff elements responsible for force structuring, system development and acquisition, tasking, and funding.

34.5.4.9. Assists other functional staff elements in defining, developing, refining, updating, and weighting operational requirements for all aspects of airborne reconnaissance (tactical, strategic) and aerial sampling.

34.5.4.10. Participates in studies on analyses of operational systems to determine capabilities or limits to assist in requirements definition.

34.5.4.11. Provides Air Force representative to interagency, interdepartmental, and international committees and conferences dealing with aerial sampling.

34.5.4.12. Represents AF/XOF as FP for JCS actions concerning operational requirements and system capabilities for nonlethal UAVs.

34.5.4.13. Represents AF/XOF on the Program Review Group (PRG). Brings operations expertise and concern during the GDIP build cycle.

34.5.4.14. Supports AF/IN in developing plans and performing annual reviews of Air Force and DoD plans for reconnaissance support to warfighting units.

34.5.4.15. Provides briefings describing current airborne reconnaissance operations, capabilities, resources, and limitations.

34.6. Mobility Forces Division (AF/XOFM). The Mobility Forces Division:

34.6.1. As Air Staff OPR, this Division:

34.6.1.1. Reviews objectives/requirements and directs operational initiatives related to the following forces: Strategic, Theater, Operational Support, and Special Air Mission airlift; Air Refueling; Rescue; Aeromedical Evacuation; hereafter, referred to collectively as mobility.

34.6.1.2. Validates requirements and is the FP for planning, programming, and budgeting issues concerning mobility forces.

34.6.1.2.1. Responsible for assuring that adequate resources are programmed/budgeted for all mobility forces. Division Chief serves as Global Reach/Global Power Mobility Team Chief.

- 34.6.1.2.2. Develops the Air Force position/options mobility issues for senior Air Force and DoD leadership.
- 34.6.1.3. Develops long-term force structure recommendations for optimum Active/Reserve component force mix.
- 34.6.1.4. Develops enhancement and modernization initiatives based on evaluation of changing threat, requirements and resources.
- 34.6.1.5. Develops force structure, rationale, and other inputs to planning documents that support POM and Future Years Defense Plan (FYDP) development.
- 34.6.1.6. Participates in development of mobility roadmaps.
- 34.6.1.7. Monitors development and implementation of mobility master plans.
- 34.6.1.8. Directs operational initiatives affecting:
 - 34.6.1.8.1. Search and Rescue Satellite-aided Tracking (SARSET) and combat rescue programs.
 - 34.6.1.8.2. Helicopter support for evacuation of Presidential successors, key government officials and continuity of operation plans.
 - 34.6.1.8.3. Aircrew training programs for all mobility aircraft.
 - 34.6.1.8.4. Mobility flying hour programs.
- 34.6.1.9. Represents either the Nation or USAF at international working groups requiring mobility expertise to ensure the effectiveness of combined forces.
- 34.6.1.10. Provides mobility expertise during exercises and real-world crises in support of the Crisis Action Team on a 24-hour basis when required.
- 34.6.1.11. Implements OSD policies and guidance governing employment of Air Force resources in support of civil authorities during civil disturbances. Provides mobility expertise to Director of Military Support (DOMS).
- 34.6.1.12. Coordinates on all matters relating to development of mobility force structure.
- 34.6.1.13. Provides employment expertise on airlift aircraft.
- 34.6.2. For the DCS, this Division:
 - 34.6.2.1. Develops Air Force mobility inputs to the JCS capability Assessments.
 - 34.6.2.2. Develops Mobility portion (Annex J) of the Joint Strategic Capabilities Plan (JSCP).
 - 34.6.2.3. Participates in JCS deliberations concerning Program Change Requests (PCRs) from Air Force MAJCOMs and other services.
 - 34.6.2.4. Is responsible for tasking action required by the Mobility Section of the DPG, and for preparing the associated JCS response.
 - 34.6.2.5. Coordinates the mobility portion of the CSAF Annual Posture Statement.
 - 34.6.2.6. Reviews and coordinates mobility related MNSs, ORDs, TEMPS and other requirements documents.
 - 34.6.2.7. Prepares and coordinates budget reclama actions on PBDs and Program Change Requests (PCRs) pertaining to mobility force structure.

34.6.2.8. Reviews the mobility data included in the Joint Strategic Capabilities Plan (Annex E) and the Joint Strategic Review.

34.6.3. Other responsibilities:

34.6.3.1. Coordinates with using commands and agencies regarding mobility force structure issues. This includes review of force objectives and structure through conferences and briefings.

34.6.3.2. Prepares and coordinates Fact Books and backup material for use by Senior Air Force officials during Congressional hearings and testimony on mobility forces.

34.6.3.3. Develops the Air Staff and DoD position on proposed Congressional legislation that will impact mobility force structure.

34.6.3.4. Develops positions in response to Congressional inquiries and requests for information concerning mobility forces.

34.6.3.5. Acts as POC for studies that have mobility force level implications.

34.7. Force Programming Division (AF/XOFP). The Force Programming Division is DCS FP for matters relating to the Air Force Council, the resource allocation process (programming and budgeting), congressional activities, and issues; serves as the FP for all congressional and PPBS matters dealing with plans and operations. For the DCS and Directorate, this Division is responsible for the following program areas:

34.7.1. Resources:

34.7.1.1. Serves as the FP for issues related to Joint involvement in the programming and budgeting phases of the PPBS.

34.7.1.1.1. Develops and coordinates the Air Staff position on JCS actions related to these issues.

34.7.1.1.2. Develops background/preparation materials for JCS actions and prebriefs USAF principals on the issues.

34.7.1.2. Manages the preparation of AF/XO principals for participation in Air Force Council (AFC), Budget Review Group (BRG), and BRC deliberations.

34.7.1.2.1. Prepares and distributes meeting schedules for these groups (to include DCS general officer representation at the meetings).

34.7.1.2.2. Assigns action for preparation of DCS principals for these meetings.

34.7.1.2.3. Arranges prebriefs and debriefs of representatives.

34.7.1.2.4. Conducts final review of preparation materials and makes recommendations on matters under review by the above groups.

34.7.1.2.5. Provides liaison with the Air Force Executive Review Secretariat staff (AF/CVS).

34.7.1.3. Serves as FP for activities related to the programming phase of PPBS.

34.7.1.3.1. Advises the DCS and directors on issues which arise during POM development.

34.7.1.3.2. Coordinates AF/XO staff participation in Program Review activities.

34.7.1.3.3. Advises the DCS and directors on the Defense Resources Board (DRB) issues during the OSD Program Review.

34.7.1.3.4. Manages coordination of the Air Force position on DRB issues and "out-of-court" settlements during the Program Review.

34.7.1.3.5. Trains DCS personnel (program element monitors (PEMs) and team representatives) on programming and budgeting procedures.

34.7.1.4. Serves as FP for activities related to the Budgeting Phase of PPBS.

34.7.1.4.1. Advises the DCS and directors on issues during the budgeting phase of PPBS including Budget Review activities.

34.7.1.4.2. Prepares the DCS principal for participation in Budget Review Group (BRG) deliberations and provides the alternate DCS representative to the BRG.

34.7.1.5. Gathers, interprets, analyzes and distributes resource allocation information to the DCS, directors and their staffs.

34.7.2. Congressional Matters:

34.7.2.1. Serves as the DCS FP for Congressional budget, authorization, and appropriation and other Defense-related activities. Provides liaison with SAF/LL and SAF/FMB.

34.7.2.2. Represents the DCS on the Air Staff Posture Team.

34.7.2.2.1. Serves as the FP for plans and operations inputs to the SECAF/CSAF annual Posture Statement.

34.7.2.2.2. Coordinates staff participation in the preparation of the Air Force Issues Book.

34.7.2.2.3. Coordinates preparation of Fact Issue Papers for SECAF/CSAF testimony and meetings with key Congress members/staff members.

34.7.2.2.4. Provides liaison to the Air Force Issues Team (AF/CVAZ).

34.7.2.3. Serves as the FP for all AF/XO Congressional witness requirements.

34.7.2.3.1. Assists in preparing and coordinating witness statements.

34.7.2.3.2. Coordinates preparation (skull session) of DCS witnesses.

34.7.2.3.3. Attends hearings dealing with plans and operations issues.

34.7.2.4. Coordinates and processes transcripts and "inserts for the record" from hearings.

34.7.2.5. Manages DCS budget appeal actions.

34.7.2.5.1. Coordinates preparation of appeals for restoration of funds or modification of Congressional language.

34.7.2.5.2. Manages preparation of Budget/Program Fact Papers which provide the Air Force view on Congressional budget actions.

34.7.2.5.3. Coordinates AF/XO involvement in Air Force appeal actions to Congressional committees.

34.7.2.6. Tasks action on Congressional and White House inquiries and information requests referred to the DCS and approves responses.

34.7.2.7. Coordinates and supports visits and briefings to/with Congressional members and/or staff.

34.7.2.8. Gathers, interprets, analyzes and distributes Defense-related Congressional information to the DCS, directors and staff.

34.7.2.9. Conducts training sessions for AF/XO personnel on Congress and Congressional activities.

34.8. Space and Nuclear Forces Division (AF/XOFS). The Space and Nuclear Forces Division:

34.8.1. As Air Staff OPR, this Division:

34.8.1.1. Is the HQ USAF FP for day-to-day operation of USAF space and Intercontinental Ballistic Missile (ICBM) forces. Mission areas include Tactical Warning/Attack Assessment (TW/AA), space surveillance, spacelift navigation, weather, communications, satellite control, and offensive/defensive counterspace systems.

34.8.1.2. Develops operational policy and organizational relationships for space systems, nuclear forces, and related organizations and units.

34.8.1.3. Develops and articulates inputs to and positions on Air Force and higher level requirements, objectives, strategies, plans, and policies for structuring and employing space, nuclear forces, and C4I systems to meet national security requirements.

34.8.1.4. Develops and communicates to the Joint Staff, the Air Staff position on nuclear planning guidance included in the SECDEF's Guidance for Employment of Nuclear Weapons (NUWEP), and the Joint Strategic Capabilities Plan, Annex C (nuclear).

34.8.1.5. Evaluates and assesses operational requirements documents against current and projected operational needs.

34.8.1.6. Develops Air Staff positions regarding space, nuclear forces, and C4I forces of other Services and allies.

34.8.1.7. Builds and maintains space and nuclear force structure. Develops position on offensive nuclear force structure plans, policy or plan executions. Air Staff interface with HQ Air Combat Command, Air Mobility Command, Air Force Space Command, USSPACECOM, and USSTRATCOM on all Space, Nuclear offensive, and C4I force issues. Assesses war-fighting impact of POM deliberations.

34.8.1.8. Develops position on all Joint, OSD, and Air Staff matters regarding nuclear warhead requirements, stockpile plans, nuclear weapons safety, security, command and control, and survivability.

34.8.1.9. Serves as SIOP advisor to the Chief of Staff. Develops and communicates to the Joint Staff the position on SIOPs in work or in force. Formulates position on applicability and feasibility of individual SIOP planning options.

34.8.1.10. Serves as representative to the SECDEF's Nuclear Planning Working Group when Service representation is requested by the Chairman Joint Chiefs of Staff (CJCS) and OSD/ISP co-chairs. Takes part in Joint Staff, OSD, and Air Force studies on offensive nuclear weapons employment as applicable.

34.8.1.11. Provides program oversight for Air Launched Cruise Missile (ALCM or AGM-86B); Advanced Cruise Missile (ACM); Short Range Attack Missile (SRAM or AGM-69); the Airborne Launch Control System; strategic offensive training; strategic operational headquarters; strategic mission evaluation activity.

34.8.1.12. Serves as the FP for the Space, Nuclear Deterrence, and C4I Resource Allocation Team. Validates financial requirements for related program elements. Ensures all programs are funded at the proper levels and determines validity of new requirements.

34.8.1.13. Builds the Space, Nuclear Deterrence, and C4I portion of the Air Force POM, works various funding exercises throughout the year, including the BES, the President's Budget (PB) and the Amended Budget Estimate Submission (ABES).

34.8.1.14. Advocates Air Force ballistic missile systems SIOP accuracy and reliability planning factors for JCS approval.

34.8.1.15. Monitors strategic aspects of USAF nuclear operations and processes nuclear safety rules including attendant Operational Plan Data Document change approval.

34.8.1.16. Responsible for deactivation of ICBMs.

34.8.1.17. Serves as FP for nuclear targeting and for nuclear targeting data bases.

34.8.1.18. Administers Air Force SIOP-ESI access program. Develops policy for implementation throughout all nuclear-tasked MAJCOMs. Coordinates on JCS actions regarding safeguarding the SIOP and individual access to SIOP-ESI information.

34.8.1.19. Serves as representative on the JCS Red Planning Board. Contributes to the development of the Red Integrated Strategic Offensive Plan (RISOP).

34.8.1.20. Determines future concepts, roles, and missions for Space and ICBMs.

34.8.1.21. Interfaces with other services and agencies involved in space, C4I, and strategic systems development to ensure operational requirements and concepts are incorporated.

34.8.1.22. Identifies forces and programs for current and future military manned and unmanned space systems. Develops operational policy, objectives, strategy, plans, and performance measures for military space systems.

34.8.1.23. Responsible for publishing and updating Air Force Policy Directives (AFPDs) for space. Conducts Air Staff coordination for MAJCOM-developed Air Force Instructions (AFIs) which implement AFPDs.

34.8.1.24. Develops implementation plans for Air Force-wide space force architectures and writes Program Action Directives (PADs) for major Air Force space units and organizational changes.

34.8.1.25. Participates in development of OSD issue papers and proposes Air Staff positions.

34.8.1.26. Serves as Air Force functional manager for the 13SX (Space and Missile Operations) and 1C6XX (Space Systems Operations) career fields. Air Staff FP for review of space and missile operations summary portions of AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*.

34.8.1.27. Serves as principal Air Staff liaison to HQ AFSPACCOM for operational space and missile issues.

34.8.1.28. Manages and oversees space special project activities.

34.8.2. For the DCS, the Space and Nuclear Forces Division:

34.8.2.1. Determines status of space, nuclear, and tactical defensive systems both operationally and in development.

34.8.2.2. Serves as the lead agency for Command, Control, Communications, Computers, and Intelligence (C4I) operational matters.

34.8.2.3. Develops force structure recommendations and rationale for the USAF Planning Force POM, planning documents supporting the POM, and joint planning system documents to include the Integrated Strategic Defense Concept Plan, the DPG and the Joint Military Net Assessment.

34.8.2.4. Represents AF/XO on matters regarding operational space and nuclear forces & C4I systems, and on committees, panels, and working groups that address the integration of these systems to achieve operational objectives.

34.8.2.5. Analyzes current and future strategic weapon system capabilities.

34.8.2.6. Provides operational perspective on space and strategic matters.

34.8.2.7. Processes JCS papers dealing with all operational aspects of Space and Nuclear forces. Provides assistance to action or briefing officers on JCS papers and directives.

34.8.2.8. Prepares and reviews Congressional hearing and testimony on operational capabilities and posture of Space and Nuclear forces.

34.8.3. For the Directorate, this Division:

- 34.8.3.1. Develops positions and performs staff actions related to TW/AA, space surveillance, spacelift, navigation, satellite control, and offensive and defensive counterspace systems and programs.
- 34.8.3.2. Coordinates with other Air Staff elements, and other service staffs, and National agencies on matters relating to space.
- 34.8.3.3. Provides briefings describing current space operations, capabilities, resources, and limitations.
- 34.8.3.4. Reviews and provides input to USAF position on space and space-related strategic defense policy, doctrine, strategy and objectives, including international negotiations and treaties governing the use of space, space-related, and TW/AA systems.
- 34.8.3.5. Provides operations inputs for disarmament proposals affecting space and nuclear forces.
- 34.8.3.6. Maintains close liaison with MAJCOMs to develop, deploy and exercise receipt/exploitation prototype test beds to maximize space systems responsiveness to the tactical commander; assists the MAJCOMs in analysis and programmatic actions to facilitate interim and production capabilities within the formal Air Force structure.
- 34.8.3.7. Provides representation on matters involving nuclear weapons. Provides staff assistance to, and serves as alternate for the AF/XOF to the Nuclear Weapons Council Standing Committee.
- 34.8.3.8. Develops papers on issues, positions, or recommendations concerning Space and Nuclear Forces & C4I systems and resource allocation.
- 34.8.3.9. Provides representation in actions involving modification of ICBMs and air launched missiles.
- 34.8.3.10. Maintains selected portions of the current SIOP and advises on all matters affecting current and projected SIOP operation.
- 34.8.3.11. Develops papers on problems, positions, or recommendations for current and future space and nuclear forces, and C4I structures and war plans, and coordinates on national SIOP and regional war plans.
- 34.8.3.12. Coordinates on all nuclear munitions-related matters to include providing expertise on nuclear munitions safety, security, and survivability.
- 34.8.3.13. Prepares senior Air Force leaders for JCS "Tank" sessions on the SIOP, RISOP or other related nuclear planning issues.
- 34.8.3.14. Reviews mission need statements and system operational requirements documents related to space, nuclear weapons, and C4I programs.
- 34.8.3.15. Provides Air Force representation on space and space-related activities to interagency groups and acts as principal Air Staff interface with NASA1
- 34.8.3.16. Reviews and prepares briefings, papers, and background information for use in Congressional testimony and OSD, Joint Service, and Air Staff Board deliberations.
- 34.8.3.17. Coordinates with other functional Air Staff elements responsible for force structuring, space system development and acquisition, tasking, and distribution to make sure that identified operational needs are considered by these activities.
- 34.8.3.18. Monitors special activities and interfaces with appropriate National and Service intelligence organizations.
- 34.8.3.19. Advises AF/XOO and AF/XOX on space, space-related and strategic defense matters, and arms control implications to SIOP forces.
- 34.8.3.20. Interfaces with the aerospace community to ensure appropriate consideration of space-based solutions and application of aerospace defense technology to space systems.

34.9. Special Operations Division (AF/XOFU). The Special Operations Division:

34.9.1. As Air Staff OPR, this Division:

34.9.1.1. Is the principal POC and manager of Air Force Special Operations Forces (AFSOF).

34.9.1.2. Develops and reviews long term force structure for Active and Reserve Air Force general purpose forces in support of special operations requirements.

34.9.1.3. Is responsible for Air Force tactical deception (TD), including program management, employment of TD in exercises and contingencies, and research and development of airborne and ground deception devices.

34.9.1.4. Coordinates AFSOF force structure objectives based upon changing threat, requirements and resources for USAF Planning Force and Planning Guide, POM, the FYDP, the Planning Estimate, and the Special Operations Roadmap and Master Plan.

34.9.1.5. Provides staff actions on initiatives affecting AFSOF organization, training, and equipment.

34.9.1.6. Monitors the readiness and sustainability of AFSOF. Reviews deficiencies that limit operational effectiveness and recommends corrective actions.

34.9.1.7. Recommends actions and monitors contingency employment of AFSOF resources.

34.9.1.8. Provides Air Staff Action for OSD, Congressional and joint operational matters affecting Air Force Special Operations Forces.

34.9.1.9. Provides guidance and expertise in AFSOF fixed wing and rotary wing aircraft.

34.9.1.10. Assists in the preparation, coordination and execution of contingency/war plans, doctrine, and operational matters involving AFSOF and TD.

34.9.1.11. Provides USAF support and SECAF directed oversight for certain special and limited access programs and projects.

34.9.1.12. Reviews and develops inputs to the: SECDEF Report to Congress, Military Net Assessment, Program Change Requests, War and Mobilization Plan, SOF Defense Guidance, JCS/AF Military Posture Statements, Joint Strategic Capabilities Plan, Joint Strategic Planning Document, and the Joint Program Assessment Memorandum.

34.9.1.13. Ensures Air Force TD officers receive required training.

34.9.1.14. Provides oversight, guidance, and direction concerning TD policy and funding.

34.9.1.15. Provides security guidance for certain sensitive special access programs.

34.9.1.16. FP for Air Force Night Vision Devices (NVDs) Programs.

34.9.1.17. Primary member of the Power Projection Team for resource allocation.

34.9.2. For the DCS, this Division:

34.9.2.1. Monitors and validates requirements on all planning, programming, and budgeting matters concerning AFSOF and TD.

34.9.2.2. Coordinates program management directions for modifications and acquisition programs related to AFSOF.

34.9.2.3. Prepares and coordinates budget reclama actions on Program Budget Decisions and Program Change Requests pertaining to AFSOF.

34.9.2.4. Provides POC for Congressional, joint service matters and Air Staff projects, reports, studies and force structure concerning AFOSF, Foreign Internal Defense (FID), Low Intensity Conflict (LIC), and related special access programs.

34.9.2.5. Reviews and comments on MNS, Operational Requirement Documents (ORD), and Joint Service Operational Requirements that pertain to AFOSF and TD.

34.9.2.6. Coordinates the AFOSF portion of the CSAF Annual Posture statement.

34.9.3. Other Responsibilities:

34.9.3.1. Coordinates with using commands and agencies regarding force structure issues, including reviews of force objectives and structure through conferences and briefings.

34.9.3.2. Develops positions, fact books, briefs and backup material for Congressional hearings, testimony, legislation, inquiries, and request for information concerning AFOSF.

34.10. Weapons Division (AF/XOFW). The Weapons Division:

34.10.1. As Air Staff OPR, this Division:

34.10.1.1. Integrates Air Force conventional short, mid, and long range munitions requirements, resource planning and operational initiatives.

34.10.1.2. Develops Air Staff position on JCS and OSD actions concerning War Reserve Material (WRM) munitions requirements.

34.10.1.3. Prepares Nonnuclear Consumables Annual Analysis (NCAA) that provides logic, rationale, and factors used in determining WRM requirements for nonnuclear munitions and associated combat consumables.

34.10.1.4. Determines all WRM conventional munitions (including missiles) requirements for Air Force general purpose and SOF forces. Validates WRM requirements for Standard Air Munitions Packages (STAMP) and Standard Tank, Rack, Adapter, and Pylon Packages (STRAPP) in support of USAF mobility program. Determines War Reserve Stocks for Allies (WRSA) munitions requirements.

34.10.1.5. Sponsors annual Munitions Working Group for major commands to review NCAA planning factors and methodologies.

34.10.1.6. Sponsors annual major command Theater Working Groups to compute all WRM requirements for munitions and components.

34.10.1.7. Provides the Program Element Monitor (PEM) for procurement of training and unpowered WRM munitions.

34.10.1.8. In coordination with SAF/AQPW, develops the Air Force Tactical Air-to-Air Missile Master Plan, which describes ongoing and future air-to-air missile programs.

34.10.1.9. Allocates air-to-air missiles to air component commands.

34.10.1.10. In coordination with AF/LGSP, develops the Air Force Theater Munitions Program (TMP) document which uses NCAA, training, and test requirements to allocate air-to-surface munitions to major commands.

34.10.1.11. In conjunction with AF/LGXX, develops tank, rack, adapter, and pylon (TRAP) Allocation Program (TAP) document, which describes TRAP requirements and allocations.

34.10.1.12. Coordinates Joint Munitions Effectiveness Manual (JMEM) matters.

34.10.1.13. Coordinates release of Air Force Attrition Database and Weapons Effectiveness Database developed and maintained by ASC/XRYM, Eglin AFB, FL.

34.10.1.14. Provides munitions expertise to the Contingency Support Staff and USAF Emergency Operations Center.

34.10.2. For the DCS, this Division:

34.10.2.1. Develops responses/briefings to inquiries from Congress, GAO, OMB, OSD, and OSD Conventional Systems Committee for information on WRM munitions issues.

34.10.2.2. Is POC for preparing inputs to and monitoring DPG for weapons related sections.

34.10.2.3. Attends annual 3080 appropriation Buy and Budget Review.

34.10.2.4. Is POC for JCS actions pertaining to weapons issues and weapons requirements/procurement.

34.10.2.5. Presents the DCS priorities on budget decisions pertaining to USAF munitions programs.

34.10.2.6. Acts as the FP for munitions expertise within the DCS as well as outside agencies.

34.10.3. Other responsibilities:

34.10.3.1. Helps develop and monitor Defense Planning Questionnaire in areas relating to munitions.

34.10.3.2. Develops conventional munitions and other planning factors for USAF War and Mobilization Plan (WMP).

34.10.3.3. Provides advice and coordinates on Air Force nonnuclear ordnance development and acquisition programs.

34.10.3.4. Assists in various analyses for all tactical mission areas. Provides the conventional munitions planning expertise for mission area planning on close air support, interdiction, and counter-air.

34.10.3.5. Provides advice and coordinates conventional munition programs related to Foreign Military Sales.

34.10.3.6. Participates in Air Force, JCS, OSD and other studies involving conventional munitions.

34.10.3.7. Reviews and provides input on all conventional munitions MNSs and development of all weapons-related Mission Need Statements.

34.10.3.8. Provides briefings and other source material on munitions related subjects for presentation to government officials at all levels.

34.11. Operational Issues Team (AF/XOI). The Operational Issues Team:

34.11.1. Serves as FP for executive actions leading to the formulation and application of air and space power in the warfighting arena.

34.11.2. Provides direct support to the AF/XO on time-sensitive, special operational and planning projects.

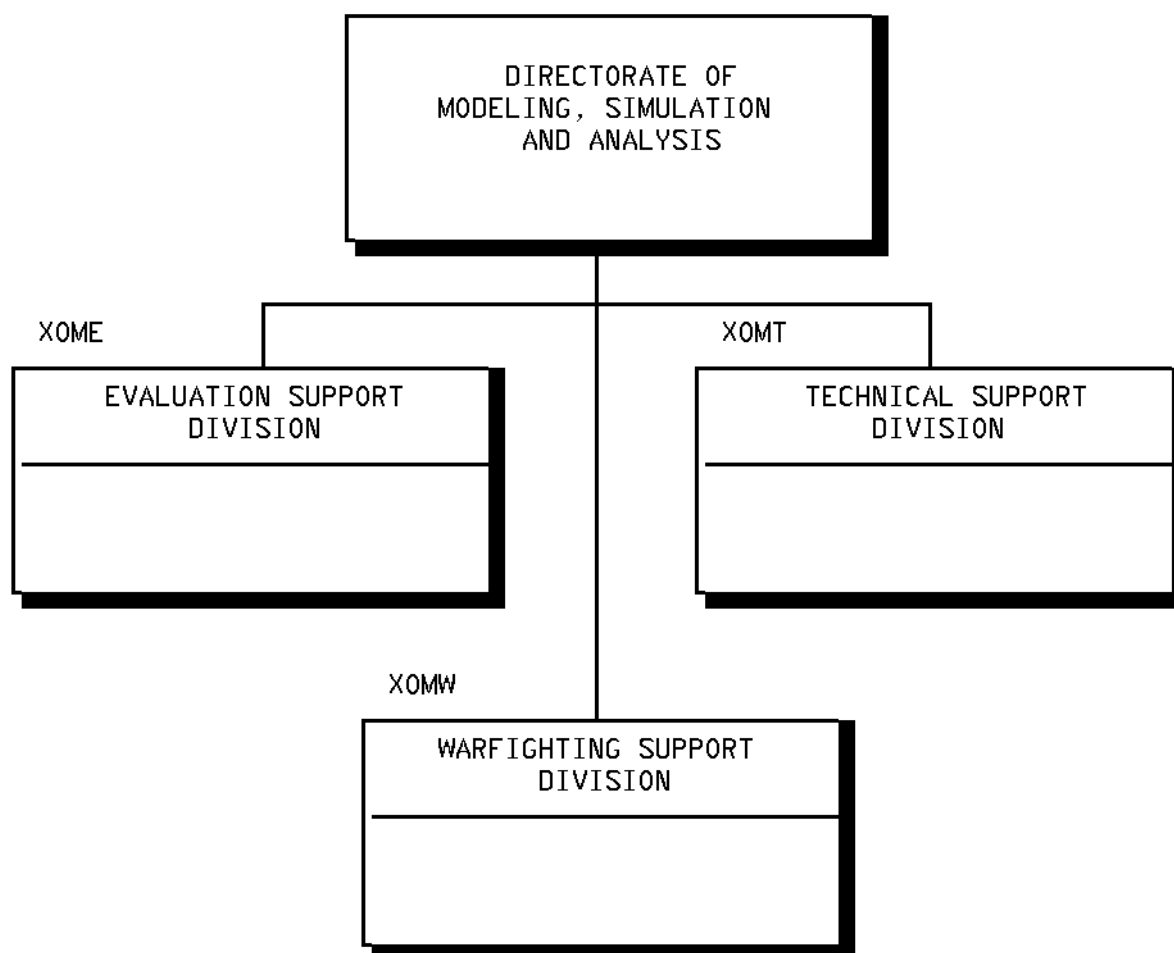
34.11.3. Staffs and conducts conceptual studies on behalf of the AF/XO.

34.11.4. Prepares briefings, speeches, and testimony for AF/XO presentation.

34.11.5. Coordinates and supports visits of high level USAF, DoD, and members of government at AF/XO direction.

34.11.6. Serves as liaison with Air Force Chief of Staff's Operation Group.

Figure 34.3. Organization Chart for the Directorate of Modeling, Simulation and Analysis.
AF/XOM



34.12. Directorate of Modeling, Simulation and Analysis (AF/XOM). The Directorate of Modeling, Simulation and Analysis:

34.12.1. Develops or facilitates the development of all modeling, simulation, and analysis (MS&A) capabilities that support the Air Force mission. These analysis capabilities include the acquisition process, analysis used for direct combat support, training and exercises. AF/XOM executes its mission through three divisions:

34.12.1.1. The Evaluation Support Division

34.12.1.2. Technical Support Division

34.12.1.3. Warfighting Support Division

34.12.2. Provides draft policy on all MS&A activities to AF/CVA.

34.12.3. Provides Air Force position and requirements for interfacing MS&A with the Joint Chiefs of Staff (JCS) CINCs, Army, Navy, Marines, DDR&E, DARPA, PA&E, and other Department of Defense (DoD) components on warfighting acquisition and training issues.

34.13. Evaluation Support Division (AF/XOME). The Evaluation Support Division:

34.13.1. Provides policy and direction for developing and consolidating MS&A requirements.

34.13.2. Develops or facilitates the development of all Air Force Modeling & Simulation (M&S) activities.

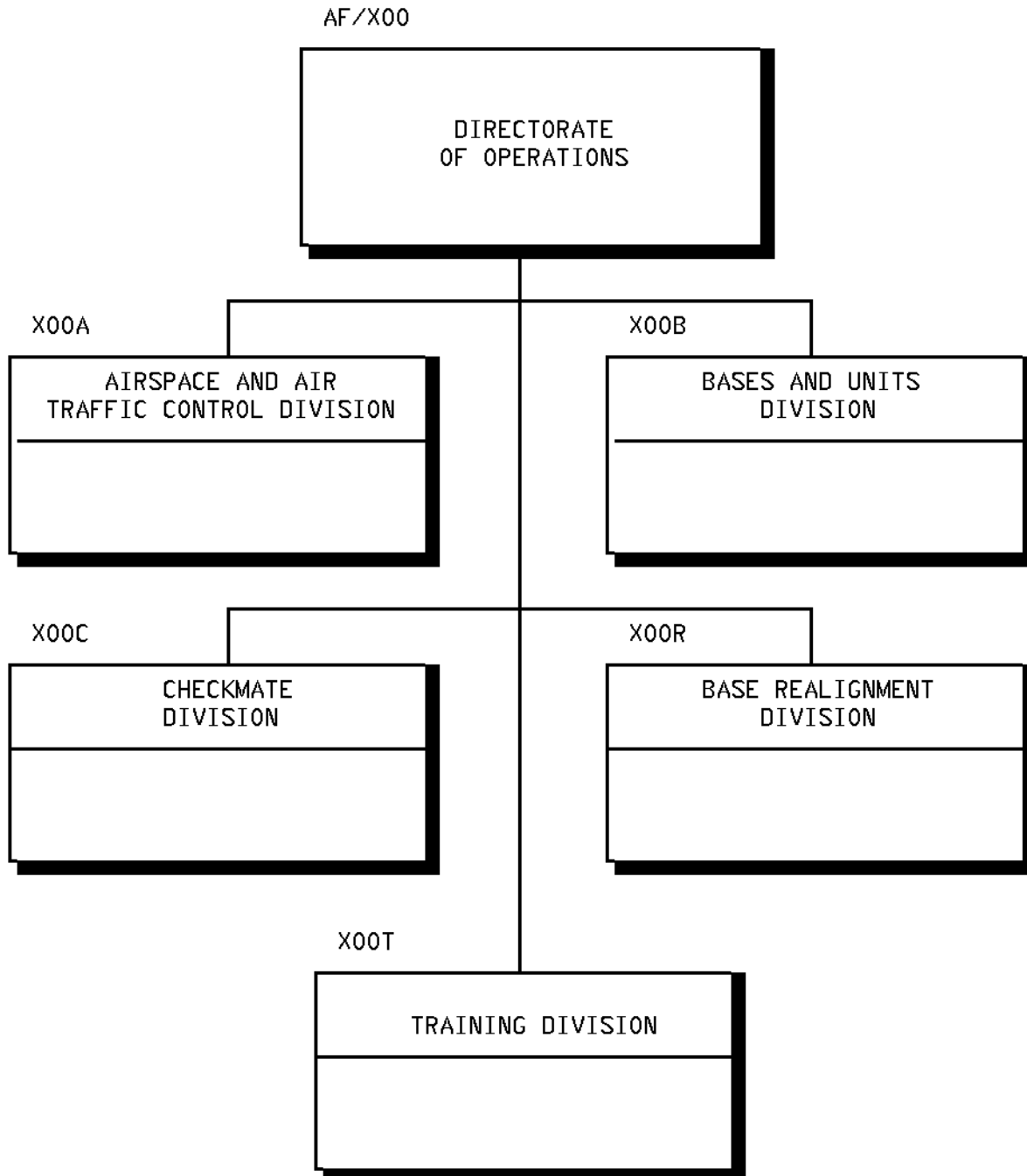
- 34.13.3. Develops or facilitates the overall Air Force architectures and software engineering for models and simulations.
- 34.13.4. Provides for configuration management and Verification, Validation and Accreditation (VV&A).
- 34.13.5. Provides oversight for all Air Force applications of Air Force M&S, with focus on the OSD and the Joint Arena.
- 34.13.6. Performs as the Program Manager to establish funding requirements, and to manage all modeling and simulation funds in the Air Force.
- 34.13.7. Develops and maintains the M&S requirements document.
- 34.13.8. Develops the M&S Master Plan.
- 34.13.9. Develops and maintains M&S Investment Plan.
- 34.13.10. Develops the Air Force M&S policy.
- 34.13.11. Acts as the M&S PEM for Development Planning PE 65808F; OCAPA PE 11XXX; and Modeling and Simulation PE XXX.
- 34.13.12. Acts as the Headquarters United States Air Force (HQ USAF) FP for all M&S issues.
- 34.13.13. Develops and promotes standards and architectures for the use of Air Force models in Air Force and joint simulations.
- 34.13.14. Develops an Air Force model VV&A process.
- 34.13.15. Responsible for functional support and assistance to SECDEF, CSAF, the Air Force representative to the EXCIMS, and the Air Force M&S Working Group.
- 34.13.16. Provides the Force Structure Net Assessment.
- 34.13.17. Provides the Affordability Analysis for the Service Cost Position.
- 34.13.18. Acts as FP for DoD data standards.
- 34.13.19. Responsible for the library of Air Force models, architectures, databases, networks, standards, protocols, hardware, M&S technology, facilities, synthetic campaign histories and battle data; real campaign histories and battlefield data; and accredited models.
- 34.13.20. Responsible for the library of Studies and Analysis performed to identify or support Air Force structure deficiencies and corrections through the acquisition process.
- 34.13.21. Oversees the validation of Air Force mission needs for models and M&S systems.
- 34.13.22. Establishes an Air Force MS&A functional infrastructure to provide control, accountability, and compliance with Air Force policy.

34.14. Technical Support Division (AF/XOMT). The Technical Support Division:

- 34.14.1. Provides the technical support for the Directorate in the form of hardware, software, protocols and communications.
- 34.14.2. Establishes policies for standard databases, architectures and protocols for modeling and simulation.
- 34.14.3. Helps eliminate model duplication and improve interoperability among Air Force major commands (MAJCOMs) and other Services.

34.15. Warfighting Support Division (AF/XOMW). The Warfighting Support Division:

- 34.15.1. Acts as the Warfighting Support Division for the Directorate.
- 34.15.2. Provides policy and direction for developing and consolidating modeling, simulation, and wargaming used in training and education.
- 34.15.3. Manages programs for the development of standardization for Air Force M&S models, architectures, databases, interfaces, and networks in support of training and education.
- 34.15.4. Provides for configuration management and VV&A used in training and education.
- 34.15.5. Supports AF/CVA in coordinating with DoD, Joint and multi-Service M&S agencies to facilitate Air Force implementation of DoD, Joint and Air Force M&S policy and direction.
- 34.15.6. Monitors the USAF Wargaming Program Element and manages the USAF Wargaming budget.

Figure 34.4. Organization Chart for the Directorate of Operations.**34.16. Directorate of Operations (AF/XOO).** The Directorate of Operations:

34.16.1. Develops and oversees implementation of operational policy governing the training, readiness, and employment of USAF aerospace forces in support of national policy.

34.16.2. Responsible for overall Air Force airspace management policy, review of Global Positioning System (GPS) user equipment policy issues, and Air Force policy review of DoD, civil, and international aviation matters. Responsible for Air Traffic Control and Landing Systems (ATCALS) policy and resource management.

34.16.3. Prepares and implements policy guidance concerning USAF installations and USAF facilities on foreign installations. Authorizes unit activations and inactivations, movement of units, and force beddown of active, AFRES, and ANG units worldwide. Air Staff point of contact (POC) for all civil aviation and joint use matters.

34.16.4. Advises Air Staff and Secretariat on options and impacts for worldwide contingency operations. Provides analysis support to assess capability of current and planned forces to meet national objectives.

34.16.5. Manages the Air Force flying hour program, programs AETC resources, provides policy guidance for Air Force training programs, and establishes policy for management of pilots, navigators, and enlisted aircrew members. Manages Air Force policy for aircrew life support and survival training. Oversees Air Force flight management programs.

34.16.6. Air Staff POC for base closure issues.

34.16.7. Orchestrates Department activities to provide direct support of national counternarcotics and drug interdiction operations. Manages Air Force Combat Operations Staff, monitors Air Force exercise participation, and provides policy guidance on Status of Resources and Training System (SORTS) reporting.

34.16.8. Directs Air Force Flight Standards Agency. Develops and maintains quality flight standards and procedures for USAF. Ensures interoperability with civil/military airspace and air traffic control systems.

34.16.9. Directs Joint Services Survival, Evasion Resistance, and Escape (SERE) Agency. JCS executive agent for joint evasion and escape, executive agent for DoD SERE training, and manager of DoD POW debriefing program.

NOTE: Air Reserve Forces and Air National Guard Advisors (AF/XOO).

As provided in 10 USC 265 and 8021, manpower authorizations include specific portions from Air National Guard and Air Force Reserve manpower resources who serve under criteria set forth in AFI 36-2116, *Extended Active Duty for Reserve Component Officers*. Each has direct access and serves as principal advisor to the Director of Operations. Advises and assists throughout the directorate on the formulation and administration of policies, plans, programs, and regulations affecting Air Reserve Forces.

34.17. Airspace and Air Traffic Control Division (AF/XOOA). The Airspace and Air Traffic Control Division:

34.17.1. Develops policy and programs resources for airspace management, air traffic control, and navigation systems.

34.17.1.1. Develops policy and guidance for functional areas of airspace management, air traffic control, navigation systems, operational use of the GPS, airfield management, and general operations.

34.17.1.2. Validates airspace management policy.

34.17.1.3. Advocates studies, equipment, and related systems, to enable effective USAF airspace management.

34.17.1.4. Develops policy guidance concerning use of FAA, host nation, or USAF operated ATCALS.

34.17.1.5. Provides policy guidance on the disposition of ATCALS after Base Closures.

34.17.1.6. Interface with the FAA base closure office.

34.17.2. Is Program Element Monitor for PE 35114F (ATCALS). Transferred to other PEM. Advocates ATCALS programs and validates the USAF ATCALS Plan (prepared by the USAF Flight Standards Agency (AFFSA)).

34.17.3. Validates the Air Force input to the CJCS Master Navigation Plan and the Federal Radionavigation Plan. The input is developed by the HQ AFFSA.

34.17.4. Provides policy guidance for the aircrew Flight Manuals Program (AFI 11-215, *Flight Manuals Program*.)

34.17.5. Develops GPS policy. (Option: Develops GPS user equipment policy).

34.17.5.1. Develops policy and guidance for airfield management and base operations.

34.17.5.2. Is Air Staff policy-level POC for flight standards Regulations for which the HQ AFFSA is the office of primary responsibility (OPR).

34.17.6. For the Deputy Chief of Staff (DCS), this Division:

34.17.6.1. Is the single POC for policy on acquisition, disposition, and use of Continental United States (CONUS) air-to-ground, and ground-to-ground ranges. Reviews and approves range technical agreements. Manages development of new CONUS ranges and expansion of existing ranges.

34.17.6.2. Monitors legislative activity regarding functional areas and provides input to SAF/LL.

34.17.6.3. Prepares proposed responses to Congressional inquiries or media queries for appropriate processing by SAF/LL or SAF/PA.

34.17.7. For the Directorate, this Division acts as the executive secretariat for GPS OE issues. As Chairman, coordinates and moderates:

34.17.7.1. The Air Force General Officer Integration Coordinating Committee (ICC).

34.17.7.2. The Joint General Officer Phase-In Steering Committee for AF/XO, Air Force Principal, and AF/XOO, Air Force alternate.

34.18. Bases and Units Division (AF/XOOB). The Bases and Units Division:

34.18.1. Prepares and implements policy guidance concerning USAF installations and USAF facilities on foreign installations; authorizes unit activations and inactivations, movement of units and force beddown of active, Air Force Reserve, and Air National Guard units worldwide. Integrates information from a wide variety of sources concerning force beddowns into coherent presentations of USAF basing, including progress reports on proposed CONUS/Overseas base realignment actions for the Secretary of the Air Force. Monitors and coordinates on USAF base realignment proposals and performs special tasks and projects. Publishes USAF Program: Installations, Units and Priorities (PD).

34.18.2. Prepares congressional notifications and public announcements to implement the Air Force program for realignments and Defense Management Reviews.

34.18.3. Advises the Director and serves as the Air Force POC for all civil aviation and joint use matters. Acts as the focal point (FP) for the development of international agreements in support of USAF requirements for overseas basing. Advises each of the Resource Allocation Teams on base operating support matters and is the POC for installation management programs.

34.18.4. Serves as a designated member of the Base Closure Working Group for the Base Closure Executive Group by the authority of the Secretary of the Air Force.

34.18.5. Chairs the Airports Subgroup of the DoD Policy Board on Federal Aviation.

34.18.6. Chairs the Force Structure and Airspace Environmental Planning Work Group for the Environmental Protection Committee.

34.18.7. Serves as the Air Staff functional manager for the Support Group Commanders' Course that Air University hosts several times each year.

34.18.8. As Air Staff OPR, this Division:

34.18.8.1. IAW AFI 10-503, *Base Unit Beddown Program*, develops policy and procedures for survey of Air Force installations in Alaska, Hawaii, and territorial areas administered by the United States; and, IAW AFR 55-26, Requests for Air Force Foreign Operating Rights, Foreign Military Rights and Surveys in Foreign Countries, is the approving authority for survey of Air Force facilities overseas.

34.18.8.1.1. With approval from the Chief of Staff of the Air Force (CSAF), Secretary of the Air Force (SECAF), and Secretary of Defense (SECDEF), initiates, develops, and implements overseas basing and unit actions, to include: activations, inactivations, movements of units, closures, realignments, reductions, and force beddown actions.

- 34.18.8.1.2. Coordinates overseas basing actions with the manpower, personnel, engineering, logistics, and plans functions of the Office of the Secretary of Defense (OSD), SAF, the Air Staff, and major commands.
- 34.18.8.1.3. Responds to Secretariat, OSD, other federal agency, and congressional requests for information, briefings, etc., concerning overseas basing matters.
- 34.18.8.2. IAW AFI 10-504, *Overseas Basing Realignment*, monitors and coordinates host nation notification and consultation on overseas basing issues through the DoD Quarterly Reporting System.
- 34.18.8.3. Monitors and directs beddown actions to ensure correct programming, classification, and declassification as required.
- 34.18.8.4. Directs study efforts for USAF overseas realignment proposals.
- 34.18.8.5. Evaluates and analyzes the impacts of force modernization, force structure beddown, real estate actions, and construction requirements at overseas installations.
- 34.18.8.6. Approves and provides unit and base realignment information for the USAF Program Installations, Units, and Priorities program document.
- 34.18.8.7. Acts as the functional manager for the development of international agreements in support of USAF requirements for overseas basing.
- 34.18.8.8. Is functional manager for overseas basing information.
- 34.18.8.8.1. Conducts congressional briefings on overseas basing activities, as necessary.
- 34.18.8.8.2. Provides data support for Department of the Air Force inquiries on overseas basing.
- 34.18.8.8.3. Prepares responses for congressional, executive, and public inquiries regarding overseas basing.
- 34.18.8.9. IAW AFI 16-403, *Updating the USAF Program Installations, Units, and Priorities and Movement of Air Force Units*, develops the PD.
- 34.18.8.9.1. Assembles, analyzes, and maintains the monthly Schedule of Changes.
- 34.18.8.9.2. Issues Department of the Air Force movement directives for Air Force units worldwide.
- 34.18.8.9.3. Maintains and gives the Installation Posture Briefing detailing the composition and management of the USAF basing program worldwide.
- 34.18.8.10. Is responsible for the direction and control of the CONUS base use program.
- 34.18.8.10.1. Monitors base closures, realignments, and reductions of CONUS Air Force installations.
- 34.18.8.10.2. Prepares public announcements and congressional notifications for CONUS base closures, activations, reductions, and realignments.
- 34.18.8.10.3. Takes part in OSD-directed regional studies of CONUS military facilities and implements actions resulting from these studies.
- 34.18.8.10.4. Conducts public meetings and congressional briefings on CONUS basing activities, as necessary.
- 34.18.8.10.5. Directs study effort for USAF CONUS realignment proposals.
- 34.18.8.10.6. Provides data support for Air Staff and Secretariat inquiries on CONUS basing information.
- 34.18.8.10.7. Conducts a CONUS base visitation program to maintain current data on base use.

34.18.8.11. As OPR for AFI 10-503, develops policy and procedures for use of Air Force installations in CONUS and is the sole approving authority for the survey of Air Force facilities in the CONUS.

34.18.8.12. Programs CONUS unit actions and issues directives scheduling implementation of USAF and Air Reserve Component unit organizational changes, conversions, movements, deployments, beddown actions, and command jurisdictional changes.

34.18.8.13. Programs, establishes, and justifies CONUS beddown requirements for use by major commands, Air Staff, SAF, OSD, and other agencies.

34.18.8.14. Ensures consistency of Air Force activities with Title 10 USC 2687 (base closures and realignments).

34.18.8.15. Prepares USAF input to the annual DoD Base Structure Report.

34.18.8.16. Provides information on CONUS USAF bases.

34.18.8.17. Implements CONUS force beddown requirements of USAF forces as required by Air Staff, SAF, OSD, and other agencies.

34.18.8.18. Prepares responses for congressional, public, and other federal agency inquiries regarding CONUS basing matters. Provides essential information for public disclosure of applicable CONUS unit actions.

34.18.8.19. As OPR for AFI 10-501, *Program Action Directives (PADs) and Programming Plans (PPLANs)*, provides guidance and monitors PADs in carrying out objectives of the Air Force program.

34.18.8.20. Is the single HQ USAF manager for civil aviation matters.

34.18.8.21. Develops policy and procedures for use of USAF airfields by non-DoD aircraft, and is the OPR for AFI 10-1002, *Use of USAF Installations by Other Than United States DoD Aircraft*.

34.18.8.21.1. Approves and disapproves applications by civil aircraft operators for landing rights at USAF airfields. Acts as liaison with the departments of State and Transportation as well as all other organizations (federal, state, commercial, and civil), agencies, and groups involved in civil aviation.

34.18.8.21.2. Evaluates and staffs proposals submitted by local communities for joint use of USAF airfields.

34.18.8.22. Upon the request of the DoD Executive Director for the DoD Policy Board on Federal Aviation, represents the DoD to the FAA on matters concerning civil aviation use of military airfields.

34.18.8.23. Advises the office of the Assistant Secretary of the Air Force for Installations on civil aviation matters.

34.18.9. For the DCS, this Division:

34.18.9.1. Provides information as required by the Air Staff, SAF, OSD, and other agencies for special studies and projects relating to overseas basing.

34.18.9.2. Directs study efforts for major base inactivations, closures, and realignment proposals and prepares decision packages.

34.18.9.3. Provides information on CONUS USAF bases as required by the Air Staff, SAF, OSD, and other agencies for special studies and projects relating to base use, closures, and realignments.

34.18.9.4. Directs study effort for major base activations and realignment proposals and prepares decision packages.

34.18.9.5. Reviews the Military Construction Program (MCP) as it relates to the Air Force program.

34.18.9.6. Monitors legislative activity regarding functional areas and provides input to SAF/LL.

34.18.9.7. Prepares proposed responses to congressional inquiries or media queries for appropriate processing by SAF/LL, SAF/PA, or SAF/FML.

34.18.9.8. Chairs the Force Structure and Airspace Environmental Planning Work Group of the HQ USAF Environmental Protection Committee IAW AFI 32-7061.

34.18.9.9. Co-chairs the Composite Wing Working Group (with AF/XOXS).

34.18.9.10. Reviews force sizing and manpower requirement documents, as related to CONUS basing, for policy compliance and technical accuracy.

34.18.9.11. Provides operations review in functional areas for munitions cases.

34.18.10. For the Directorate, this Division:

34.18.10.1. Develops the beddown of all overseas forces. Evaluates, monitors, and coordinates the USAF overseas basing program. Ensures that the Director is fully aware of the potential impact on the Air Force program.

34.18.10.2. Approves and provides overseas unit and base realignment information for the PD.

34.18.10.3. Implements the beddown of all CONUS forces. Evaluates, monitors, and coordinates on CONUS USAF base program change requests, realignment proposals, special studies, and military construction to provide force beddown impacts. Makes sure that the Director is fully cognizant of potential impact on the Air Force program.

34.18.10.4. Reviews environmental impact analyses for adequacy and helps determine the appropriate level of detail.

34.18.10.5. Reviews real estate acquisitions, condemnations, and exessing actions to ensure consistency with the Air Force program.

34.18.10.6. Approves and provides unit and base realignment information for power projection, airlift, special operations forces, nuclear deterrence, space command control communications and intelligence, and aircraft actions.

34.18.10.7. Chairs the Airports Subgroup for the DoD Policy Board on Federal Aviation, which is governed by DoD Directive 5030.19, *DoD Responsibilities on Federal Aviation and National Airspace System Matters*.

34.18.10.8. Provides staffed comments on FAA and private group proposals for studies, policies, and legislation affecting civil aviation use of USAF installations.

34.19. Checkmate Division (AF/XOOC). The Checkmate Division:

34.19.1. As Air Staff OPR, this Division:

34.19.1.1. Assesses current warfighting capabilities of the U.S. and its allies versus potential enemies. Analyzes and assesses potential conflict situations throughout the world. These assessments are unbiased and unconstrained by policy or programs.

34.19.1.2. Identifies current operational and logistical warfighting concepts, strategies, shortfalls, and requirements.

34.19.1.3. Provides a non-attribution forum for warfighting discussions with senior military and civilian leaders. Provides the data and sounding board for CSAF and AF/XO concerns and ideas.

34.19.1.4. Analyzes specific warfighting issues at the direction of CSAF and AF/XO.

34.19.1.5. Provides operationally-based expertise, advice and inputs to wargaming activities.

34.19.1.6. Provides operational expertise and analysis in support of OSD and the Office of the Joint Chiefs of Staff (OJCS) Net Assessments. This includes:

34.19.1.6.1. Participating as Air Force representatives on Net Assessment groups and subgroups.

- 34.19.1.6.2. Coordinating with other Air Staff agencies to provide data for Net Assessment efforts.
- 34.19.1.6.3. Analyzing OJCS analytical models for validity, fidelity, and completeness in presenting the contributions of Air Force systems.
- 34.19.1.6.4. Analyzing OSD and OJCS Net Assessments for validity, fidelity, an completeness in presenting the contributions of Air Force systems.
- 34.19.1.7. Proposes and implements policies and procedures for conducting combat assessments.
- 34.19.1.8. Develops and conducts assessments of combat capability to identify and assess Air Force warfighting mission objectives and capabilities.
- 34.19.1.9. Develops and maintains modeling and simulation capabilities for Air Force systems. This includes:
 - 34.19.1.9.1. Designing and maintaining analytical models.
 - 34.19.1.9.2. Developing and maintaining required software/hardware systems.
 - 34.19.1.9.3. Collecting data and MAJCOM evaluations for model input.
 - 34.19.1.9.4. Briefing the Air Staff and the MAJCOMs on the results of these assessments.
 - 34.19.1.9.5. Maintaining applicable data bases.
- 34.19.1.10. Conducts analysis of the current and projected U.S. Air Forces to accomplish required missions. The assessments may be used for programmatic decisions by Air Force senior leaders and to identify major factors which limit our combat capabilities and the impact of various programs on these limiting factors.
- 34.19.1.11. Serves as the HQ USAF FP for MAJCOMs and Field Operating Agencies (FOAs) on warfighting analysis matters.
- 34.19.1.12. Provides analytical support and advice to the Global Reach-Global Power Team for development of the Air Force Program Objective Memorandum (POM).
- 34.19.2. For the DCS, this Division:
 - 34.19.2.1. Upon direction, conducts specific warfighting analyses and discussions with senior military and civilian leaders.
 - 34.19.2.2. Coordinates on operational issues and warfighting needs which impact capabilities and readiness while avoiding program advocacy.
 - 34.19.2.3. Provides operationally-based rationale to program managers for supporting specific wargaming efforts funded by the Air Force.
 - 34.19.2.4. Provides operationally-based expertise, advice, and inputs to wargaming activities (JCS and Commanders-in-Chief (CINCs) Conference War Games/Global War Games).
 - 34.19.2.5. Provides assessments of warfighting capability through subjective assessments and a computer-based decision support system that identifies mission objectives, mission capabilities, limiting factors, and mission needs.
 - 34.19.2.6. Provides an analytical foundation for resource allocation planning.
 - 34.19.2.7. Supports the development of USAF Planning Series documents with analyses reflecting mission objectives, priorities, capabilities, and limiting factors.
 - 34.19.2.8. Develops and publishes warfighting assessments which:

34.19.2.8.1. Provide a common set of warfighting scenarios and associated assumptions.

34.19.2.8.2. Provide Air Force planners with a common threat baseline.

34.19.3. Other Responsibilities:

34.19.3.1. Maintains liaison with intelligence agencies to ensure current information is applied to threat analyses.

34.19.3.2. Maintains liaison across the Air Staff, as well as with U.S. Army, Navy, Marines, and JCS to ensure current capabilities are reflected in plans and analyses.

34.19.3.3. Participates in field observations to assist analysis of ongoing operations.

34.19.3.4. Provides operational assistance to National Defense University (NDU), Army War College, Air University, and Naval War College in the development of PME warfighting scenarios.

34.19.3.5. Provides specific study briefings and discussions on request to agencies outside the Air Staff.

34.19.3.6. Maintains liaisons with wargaming agencies, centers and new groups within DoD, including other services, to provide operational expertise for employing airpower.

34.20. Base Realignment Division (AF/XOOR). The Base Realignment Division:

34.20.1. Is responsible for planning, programming and budgeting base closure and realignment actions and acts as FP for implementation. Prepares progress reports on CONUS base closures and realignments for the Secretary of the Air Force. Participates in studies of CONUS military facilities as directed by OSD, Secretary of the Air Force and the Base Closure Executive Group (BCEG). Monitors and coordinates on USAF base closure and realignment proposals. As Air Staff OPR, this Division:

34.20.1.1. Ensures Air Force compliance with Public Law 100-526, *District of Columbia Revenue Bond Act of 1990*, 6 November 1990, and Public Law 101-510, *FY 91 DoD Authorizations*, 5 November 1990, and Title 10 USC 2687 (Base Closure laws).

34.20.1.2. Implements the Air Force's Base Closures and Realignments.

34.20.1.2.1. Provides HQ USAF guidance to MAJCOMs on Base Closure implementation.

34.20.1.2.2. Develops/implements a policy and process for identifying and programming force structure/equipment modification and terminating current and proposed base level contracts.

34.20.1.2.3. Assists MAJCOMs and local commanders in resolving all issues related to closures and realignments.

34.20.1.3. Is FP for all BCEG support requirements.

34.20.1.3.1. Monitors all data gathering for the BCEG and Secretary of the Air Force required to support base closure and realignment recommendations.

34.20.1.3.2. Carries out all BCEG taskings required to support its deliberative processes.

34.20.1.3.3. Monitors the collection of data requested by the Base Closure Commission (BCC) after the BCC has received OSD closure recommendations, but before the President has accepted or rejected the BCC's recommendations.

34.20.1.3.4. Conducts a CONUS base visitation program to maintain current data for closure and realignment consideration.

34.20.1.4. Prepares progress reports on CONUS base closures and realignments.

34.20.1.5. Conducts public meetings and Congressional briefings on CONUS base closure and realignments as necessary.

34.20.1.6. Prepares responses for Congressional and public inquiries regarding CONUS base closure and realignments. Provides essential information for public disclosure of applicable CONUS unit closures and realignments.

34.20.1.7. Manages and reports on two separate Base Closure Accounts.

34.20.1.8. Identifies relocation cost requirements for officer, enlisted, and civilian personnel.

34.20.1.9. Coordinates base, MAJCOM, and Air Staff actions to comply with Congressional reporting requirements pertaining to base closures and realignments.

34.20.1.10. Assesses the new requirements for medical services at both gaining and losing bases.

34.20.1.11. Identifies communication and data automation requirements for affected gaining and losing bases.

34.20.2. For the DCS, this Division:

34.20.2.1. Provides information on CONUS USAF bases as required by the Air Staff, Secretariat (SAF), OSD, and other agencies for special studies and projects relating to base closures, and realignments.

34.20.2.2. Directs study effort for major base closures and realignment proposals and prepares recommendation packages for the BCEG and the Secretary of the Air Force.

34.20.2.3. Monitors legislative activity regarding functional areas and provides input to SAF/LL.

34.20.2.4. Prepares proposed responses to Congressional inquiries or media queries for appropriate processing by SAF/LL or SAF/PA.

34.20.2.5. Develops policy guidelines for MAJCOMs to use in managing the Base Closure Accounts.

34.20.2.6. Coordinates with OSD on base closure public announcement and documentation.

34.20.2.7. Meets with/briefs Congressional staffers, Base Closure Commission staffers, and the General Accounting Office (GAO) on base closure process and data.

34.20.3. For the Directorate, this Division:

34.20.3.1. Develops closure and realignment proposals, special studies, and military construction programs to provide force beddown impacts. Makes sure the Director is fully cognizant of potential impacts on the Air Force program.

34.20.3.2. Provides unit and base closure and realignment information for Combat, Mobility, and Special Operations Forces aircraft actions.

34.20.3.3. Validates all one-time costs for closure/realignment bases.

34.20.3.4. Develops and implements a policy/process for handling Freedom of Information Act requests on base closures.

34.21. Training Division (AF/XOOT). The Training Division:

34.21.1. As Air Staff OPR, this Division:

34.21.1.1. In Rated Management:

34.21.1.1.1. Consolidates and verifies total pilot and navigator absorption capacity and directs distribution of undergraduate pilot training (UPT), specialized undergraduate pilot training (SUPT), specialized undergraduate navigator training (SUNT) graduates and prior qualified pilots for major weapon system training.

34.21.1.1.2. Plans, organizes and conducts the Air Force-wide Rated Management Executive Conference and publishes the Rated Management Document.

34.21.1.1.3. Develops and staffs changes to Undergraduate Flying Training (UFT) production rates as appropriate to meet MAJCOM absorption requirements.

34.21.1.1.4. Analyzes proposed changes to Air Force rated requirements, AETC IP requirement mix and makes recommendations for rated prioritization if inventory does not meet requirements.

34.21.1.1.5. Serves as OPR for active forces crew ratios, authorized aircrew composition, and aircraft program factors listed in AFI 65-503, *US Air Force Cost and Planning Factors*.

34.21.1.1.6. Establishes policy and guidance for rated officers and enlisted aircrew career fields.

34.21.1.1.7. Develops and maintains the Rated Management decision support system.

34.21.1.1.8. Develops and coordinates Active and Air Reserve Component (ARC) policy on Rated Management issues.

34.21.1.2. In Flight Management:

34.21.1.2.1. Develops policy and provides guidance for the Air Force Flying Program through AFI 11-401, *Flight Management*. Responsible for issues related to general officer flying, supervisory flying, aircrew training, flying gate waivers and the standardization and evaluation program.

34.21.1.2.2. Defines and approves flight management systems to track and monitor the flying program. Central authority for management direction of Air Force Operations Management System (AFORMS) and Headquarters Operation Resource Information System (HORIS). Manages the USAF Flight Records Repository database.

34.21.1.2.3. Serves as functional manager for Air Force Specialty Code (AFSC) 1C0X2, Operations Resource Management specialist career field.

34.21.1.2.4. Establishes policy and provides guidance for aviation service through AFI 11-402, *Aviation and Parachutist Service, Aeronautical Ratings and Badges*.

34.21.1.2.5. Constructs USAF requirements for USAF Operational Support (Ops Support) Flyer Man Year Program budget.

34.21.1.3. In Training Management:

34.21.1.3.1. Develops Air Force training policy for the management of training systems through *AFP 50-11, Management of Training Systems*. Reviews systems training plans for compliance with Air Force training policy and recommends AF/XOO approval.

34.21.1.3.2. Oversees training device management program.

34.21.1.3.3. Provides an operations focus in the acquisition and modification of training systems and the research and development of new training devices.

34.21.1.3.4. Provides direction and guidance for the use of Instructional Systems Development (ISD).

34.21.1.3.5. Develops policies for the use of Computer-Based Training (CBT) in operational training.

34.21.1.3.6. Establishes fundamental principles for Air Force training and education through AFM 3-L (draft).

34.21.1.3.7. Provides operation training perspective to IMPACTS program.

34.21.1.3.8. Oversees in-house trainer fabrication efforts.

34.21.1.3.9. Provides training interface between Air Staff and using, acquiring, and support commands.

34.21.1.3.10. Provides training systems analysis to support budget development.

34.21.1.4. In Programming:

34.21.1.4.1. Programs all AETC force structure.

34.21.1.4.2. Programs all TOA and acts as Program Element Monitor (PEM) for SUNT, EURO-North Atlantic Treaty Organization (NATO) Joint Jet Pilot Training (ENJJPT), flight screening, other flight training, AETC Base Operations Support, and management of Headquarters AETC.

34.21.1.4.3. Monitors the production and attrition from USAF undergraduate pilot and navigator training programs and for USAF students attending the Army's Undergraduate Helicopter Pilot training program and the ENJJPT program.

34.21.1.4.4. Represents the Air Force on EURO-NATO Joint Jet Pilot Training Working Group (ENJJPTWG) and the Policy Recommendation Subcommittee of the ENJJPT Steering Committee.

34.21.1.4.5. Provides training inputs, advice, and assistance to DoD and JCS groups considering training resources for the Future Years Defense Plan (FYDP) and POM.

34.21.1.4.6. Determines and validates USAF flying training philosophies, concepts, and objectives.

34.21.1.4.7. Manages Advanced Academic Degree management systems.

34.21.1.4.8. Serves as functional manager of aircrew life support system.

34.21.1.5. In Flying Hours:

34.21.1.5.1. Programs, provides operational justification for, and monitors execution of the USAF flying hour program.

34.21.1.5.2. Justifies flying hour program to OSD and Congress in the budget process.

34.21.1.5.3. Provides aircraft flying hour data in Air Staff Program/Budget Exercises, POM, Budget Estimate Submission (BES), President's Budget Submission, and FYDP updates.

34.21.1.5.4. Allocates aircraft flying hours and documents flying hours for Volumes I and II of the USAF Program Document, Aerospace Vehicles and Flying Hours (PA).

34.21.1.5.5. Manages the active USAF Flying Hour Program and documents the historical flying hour execution data.

34.21.2. For the DCS, this Division:

34.21.2.1. In Rated Management:

34.21.2.1.1. Compiles and analyzes rated force structure data on USAF and Air Reserve Force experience, manning, and readiness criteria.

34.21.2.1.2. Serves as AF/XO FP for female aircrew member issues.

34.21.2.1.3. Serves on Air Force Educational Requirements Board as representative for operations related AFSCs as defined in AFI 36-2302, *Professional Development*.

34.21.2.1.4. Addresses aircrew retention initiatives.

34.21.2.2. In Flight Management:

34.21.2.2.1. Provides advice and information on USAF Aerial Demonstration Team Issues, schedules, and scheduling policy.

34.21.2.2.2. Requalification for aviation service, revalidation of aeronautical orders, and appeals through the Air Force Board of Correction of Military Records.

34.21.2.3. In Training Management:

34.21.2.3.1. Oversees automation activities affecting operations squadrons.

34.21.2.3.2. Provides advice and information on training systems for operational crews and related simulator matters.

34.21.2.3.3. Represents the AF/XO on field reviews of training planning team development efforts, acquisition and modification of training systems, and related laboratory research and development (R&D) efforts.

34.21.2.3.4. Monitors Air Force training system and device development and certification.

34.21.2.3.5. Acts as Member of the IMPACTS 0-6 Steering Group.

34.21.2.3.6. Provides documentation for and responds to Congressional and OSD questions concerning the integration of simulation and flying hours.

34.21.2.4. In Programming:

34.21.2.4.1. Addresses Air Education and Training Command operational issues.

34.21.2.4.2. Coordinates on the management of headquarters controlled technical training resources and flying training resources used by AETC.

34.21.2.4.3. Develops policy on centrally procured technical training equipment and flying training equipment used by AETC.

34.21.2.4.4. Reviews and comments on Program Management Decision (PMD) and Data Project Directives (DPD) affecting training.

34.21.2.4.5. Serves as the FP for issues affecting operational flying matters and the ENJJPT program.

34.21.2.5. In Flying Hours:

34.21.2.5.1. Serves on working groups which prepare, review, and establish policy concerning flying hours and associated budgetary complications.

34.21.2.5.2. FP for the USAF Flying Hour Program and Operational Tempo (OPTEMPO) issues.

34.21.2.5.3. Provides USAF historical flying hour data to DoD, USAF, and Command management.

34.21.2.5.4. Monitors aircraft flying hour accomplishment through the Reliability and Maintainability Information System (REMIS).

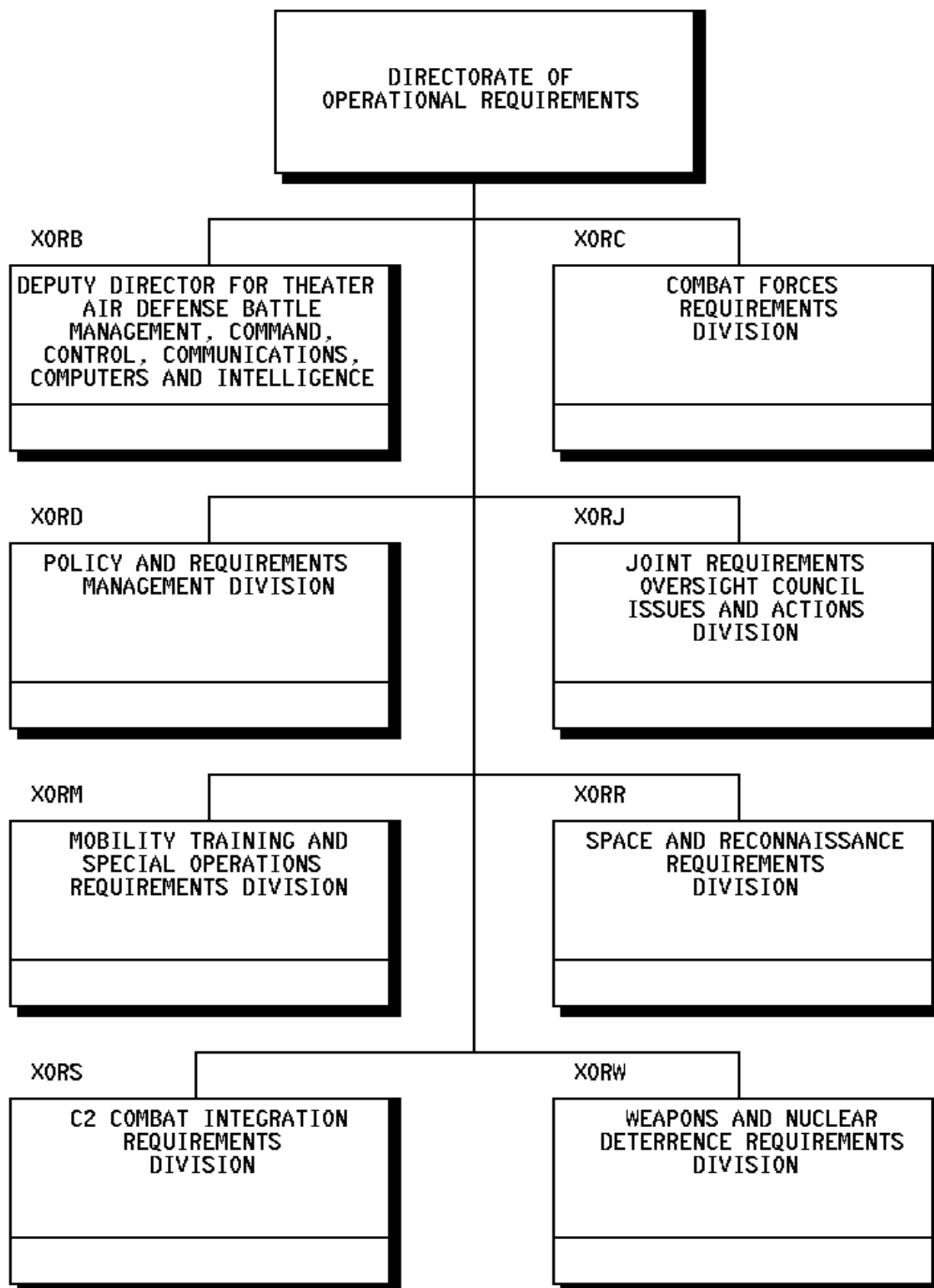
34.21.2.5.5. Answers Congressional and OSD queries on Air Force OPTEMPO and flying hour requirements.

34.21.3. Other Responsibilities:

34.21.3.1. Oversees the implementation and execution of the US/CIS Agreement on the Prevention of Dangerous Military Activities Program.

34.21.3.2. Plans the presentation of the MacKay Trophy and the Cheney Award.

★Figure 34.5. Organization Chart for the Directorate of Operational Requirements.
AF/XOR



34.22. Directorate of Operational Requirements (AF/XOR). The Directorate of Operational Requirements:

- 34.22.1. Is responsible for establishing policy for the Air Force operational requirements process.
- 34.22.2. Supports MAJCOM requirements development and evaluation, mission need and modification prioritization, and initial planning through acquisition milestone (MS) I.
- 34.22.3. Maintains USAF Secretariat for the Joint Requirements Oversight Council (JROC).
- 34.22.4. Additionally, the Directorate of Operational Requirements has been created and assigned these responsibilities:
 - 34.22.4.1. Establishes Air Force policy for requirements development.
 - 34.22.4.2. Ensures operational concepts are defined before establishing requirements.
 - 34.22.4.3. Manages the process by which validated MAJCOM need/requirement statements are reviewed and approved at the Air Force level.
 - 34.22.4.4. Simplifies the process to ensure senior leader visibility and restrain overstated needs.
 - 34.22.4.5. Briefs Air Force leadership on status of outstanding Air Force requirements.
 - 34.22.4.6. Prepares and supports AF/CV for his duties as representative at the JROC.
 - 34.22.4.7. Supervises special projects requirements for AF/XO.
 - 34.22.4.8. Articulates operational concepts, needs and requirements for MAJCOMs.

NOTE: Air Reserve Forces Advisors (AF/XOR).

As provided in 10 USC 265 and 8021, manpower authorizations include specific portions from Air National Guard and Air Force Reserve manpower resources who serve under criteria set forth in AFI 36-2116. Each has direct access and serves as principal advisor to the Director of Operational Requirements. Advises and assists throughout the directorate on the formulation and administration of policies, plans, programs, and regulations affecting Air Reserve Forces.

★34.23. Deputy Director for Theater Air Defense Battle Management, Command, Control, Communications, Computers, and Intelligence (TAD BMC4I) Division (AF/XORB). (Executive Agent). The Deputy Director of TAD BMC4I:

★34.23.1. For the Air Staff, this Division:

★34.23.1.1. Provides consolidated Air Staff comments on draft requirement documents, major enhancement initiatives, and major modernization initiatives associated with TAD BMC4I operational requirements.

★34.23.1.2. Serves as the Air Staff advocate for joint TAD BMC4I.

★34.23.1.3. Coordinates the development of Service Mission Area Plans (MAPs) consistent with the requirements of joint TAD BMC4I.

★34.23.2. For the Joint Oversight Committee for TAD BMC4I, this Division:

★34.23.2.1. Plans, coordinates, and manages the inputs of each Service, the Ballistic Missile Defense Organization, and other Defense Agencies to develop a fully integrated TAD BMC4I architecture.

★34.23.2.2. Develops the joint TAD BMC4I Plan, which defines the BMC4I parameters of an integrated defense against ballistic missiles, cruise missiles, and aircraft (manned and unmanned).

★34.23.2.3. Serves as the DoD-wide Point of Contact for TAD BMC4I issues.

★34.23.2.4. Review all Service and Agency programs, systems, architecture, studies, modeling, exercises, demonstrations pertaining to TAD BMC4I interoperability.

★34.23.2.5. Identifies TAD BMC4I shortfalls and recommends proposed solutions.

★34.23.2.6. Establishes and maintains a data base of all TAD BMC4I requirements and recommends changes to existing protocols, as required.

★34.23.2.7. Advises on allied TAD BMC4I interoperability issues.

★34.23.2.8. Provides semi-annual status reports.

★34.23.2.9. Charters and oversees studies and analyses with associated modeling and simulations.

★34.23.2.10. Coordinates the TAD BMC4I General Officer Steering Group.

★34.23.2.11. Develops reports, as required, to the Joint Requirements Oversight Council on TAD BMC4I requirements.

34.24. Combat Forces Requirements Division (AF/XORC). The Combat Forces Requirements Division:

34.24.1. As Air Staff OPR, this Division:

34.24.1.1. Provides consolidated Air Staff comments on draft requirements documents associated with contingency operational mission needs.

34.24.1.2. Obtains HQ USAF approval for MAJCOM validated contingency mission need statements and operational requirements documents.

34.24.1.3. Prepares Program Management Directives for concept studies of approval contingency operational mission need statements.

34.24.1.4. Identifies appropriate Air Staff offices to prepare multicommand validated mission need statements for contingency operations and functions as office of collateral responsibility (OCR) in the preparation.

34.24.1.5. Processes requests for documentation waivers or exemptions submitted for small contingency operational programs.

34.24.1.6. Acts as requirements advocate for all contingency mission related documents undergoing review, comment, or validation/approval.

34.24.1.7. Distributes approved Cost and Operational Effectiveness Analysis to appropriate SAF and HQ USAF organizations.

34.24.2. As Air Staff FP, this Division:

34.24.2.1. Harmonizes Air Force contingency mission needs and requirements with other services counterparts.

34.24.2.2. Ensures other Services' contingency requirements documents receive appropriate Air Force functional review.

34.24.2.3. Participates on Concept Action Groups or study teams formed to manage contingency mission concept studies, if required.

★34.25. Policy and Requirements Management Division (AF/XORD).**★34.25.1. For the Air Staff, this Division:**

★34.25.1.1. Is the OPR for AFPD 10-6, *Mission Needs and Operational Requirements* and AFI 10-601, *Mission Needs and Operational Requirements Guidance and Procedures*.

★34.25.1.2. Develops and implements policies and procedures for identifying, processing and approving Air Force operational needs and requirements through Mission Need Statements (MNS) and Operational Requirements Documents (ORD).

★34.25.1.3. Serves as the office of record for requirements documents, including those in paragraph 34.24.1.2 above. Monitors progress and activity of documents throughout the requirements process.

★34.25.1.4. Maintains the Air Force Requirements Library which consist of AF Forms 1067 (Air Force Requirements Documents), CINCs Integrated Priority Lists (IPL), Joint Requirements Oversight Council Memorandums, requirements oriented legislative language, other Service requirements documents and certain acquisition program-related documentation.

★34.25.1.5. Conducts annual review of MNS and ORD. Prepares a status report for distribution to MAJCOMs, FOAs, and Air Staff and SAF agencies.

★34.25.1.6. Assigns a HQ USAF OPR for each MNS and ORD undergoing review, comment, validation or approval.

★34.25.1.7. Harmonizes Air Force needs with other Services and ensures other Services' requirements documents receive applicable Air Force functional review to identify common areas of interest and to prevent duplication of effort.

★34.25.1.8. Controls and issues document numbers for HQ USAF-developed MNS and ORD.

★34.25.1.9. Provides industry electronic access to an unclassified summary of recently approved MNS and ORD through the Internet System.

★34.25.1.10. Provides MAJCOM and Air Staff access to all requirements documents in the Electronic Air Force Requirements Library through the HQ USAF/XO Local Area Network (LAN), effective on XO LAN activation.

★34.25.1.11. Review all MNS and ORD for compliance with DoD 5000 series and Air Force directives.

★34.25.1.12. Manages Air Staff training for the SYS-111, Air Force Operational Requirements Process course conducted by the Air Force Institute of Technology.

★34.25.1.13. Provides the central Air Staff POC for working Special Access Programs (SAPs) operational requirements issues with user commands, acquisition agencies, other Services and contractors.

★34.25.2. For the DCS, this Division:

★34.25.2.1. Provides representation on committees and working groups on matters of requirements policy, management, procedures and external interfaces.

★34.25.2.2. Is the FP for all matters concerning the Air Force Operational Requirements Oversight Council (AFROC). These include:

★34.25.2.2.1. Scheduling briefings to the AFROC.

★34.25.2.2.2. Assisting users in preparing briefings to be presented to the AFROC.

★34.25.2.2.3. Performing administrative duties for the AFROC.

★34.25.2.3. Staffs all potential ACAT I program requirements documents in conjunction with AF/XORJ, JROC Issues and Actions Division.

- ★34.25.2.4. Coordinates AF/XO directorate-level inputs on all matters affecting the management of SAPs in order to develop DCS positions.
- ★34.25.2.5. Provides training as required to DCS personnel concerning SAP policy and security issues.
- ★34.25.2.6. Maintains a fully accredited Special Compartmented Information Facility (SCIF) as an SCI/SAP working areas with secure voice/data communications and data processing for use by DCS personnel.
- ★34.25.2.7. Maintains secure storage and control for SAP/SCI material.
- ★34.25.2.8. Monitors and coordinates requirements for SAPs in conjunction with appropriate Air Staff offices.
- ★34.25.2.9. Provides a single AF/XO POC for Congressional and Joint Service actions concerning SAPs.
- ★34.25.2.10. Establishes the framework for the orderly transition of SAP responsibilities from SAF/AQ to AF/XO.
- ★34.25.2.11. Manages DCS participation in the Special Program Review Group (SPRG) and the Special Program Oversight Council (SPOC).
- ★34.25.2.12. Provides the AF/XO representative to the SPRG.
- ★34.25.3. For the Directorate, this Division:
 - ★34.25.3.1. Provides the interface for SAPs between other Air Staff offices in force structure, planning and operational requirements.
 - ★34.25.3.2. Coordinates with other directorates on all matters affecting the SAP requirements policy in order to develop DCS positions.
 - ★34.25.3.3. Assists in identifying and eliminating redundancies between SAPs and other programs.
 - ★34.25.3.4. Manages directorate participation in SPRG and SPOC activities.
- ★34.26. **Joint Requirements Oversight Council (JROC) Issues and Actions Division (AF/XORJ).** The JROC Issues and Actions Division:
 - ★34.26.1. For the Air Staff, this Division:
 - ★34.26.1.1. Serves as the Air Force Secretariat for the JROC for all HQ USAF and SAF requirements/acquisition activities.
 - ★34.26.1.2. Is the OPR for preparing AF/CV for bi-weekly JROC sessions.
 - ★34.26.1.2.1. Prebriefs AF/XOR and AF/CV on JROC subjects and responds to tasking for additional information.
 - ★34.26.1.2.2. Attends all JROC sessions with AF/XOR and AF/CV to record issues and taskings.
 - ★34.26.1.3. Documents and distributes JROC results and prepares AF/XOR and AF/CV correspondence related to JROC issues.
 - ★34.26.1.4. Is the Air Force FP for all JROC communications between Air Staff and Joint Staff.
 - ★34.26.1.4.1. Is the FP for Air Staff coordination on CINC requirements.
 - ★34.26.1.4.2. Ensures all J-8 suspenses for Air Staff coordination (AF/XORJ, AF/XOR and AF/CV) are met.
 - ★34.26.1.4.3. Prepares, maintains and distributes Air Force JROC schedule.

★34.26.1.5. Is the OPR for preparing AF/CV on all Joint Warfighting Capability Assessment (JWCA) briefings and issues presented before the JROC.

★34.26.1.5.1. Chairs a weekly JROC/JWCA team leaders meeting as a forum for communication between JWCAs and publishes a weekly JWCA summary report for distribution among the Air Staff.

★34.26.1.5.2. Prepares AF/CV for the JROC principals semi-annual visit to the CINCs to discuss JWCA issues and their impact on the Chairman's Program Assessment (CPA).

★34.26.1.5.3. Coordinates and publishes papers for each JWCA area and issue for insertion into the AF/XOR and AF/CV JWCA issue books.

★34.26.1.5.4. Distributes JWCA issue materials to USAF component CINCs for preview of Air Force positions.

★34.26.1.6. Coordinates proposed Air Force positions on JROC/JWCA issues for AF/CV, AF/CC and SECAF approval. Organizes Air Staff Director/DCS meetings as required to develop proposed Air Force positions.

★34.26.2. For the DCS, this Division:

★34.26.2.1. Serves as key interface between Air Force JROC (AF/XOR) and J-8 staff on all JWCA issues.

★34.26.2.2. Coordinates with MAJCOMs on Air Force briefings presented to the JROC.

★34.26.2.2.1. Interfaces with AF/XORD to link AFROC schedule with JROC schedule.

★34.26.2.2.2. Reviews briefings and provides comments prior to JROC.

★34.26.2.2.3. Schedules briefing times with AF/XO, AF/CV and J-8 JROC staff.

★34.26.2.2.4. Ensures copy of briefing is provided to other Services.

34.27. Mobility Training and Special Operations Requirements Division (AF/XORM). The Mobility Training and Special Operations Requirements Division:

34.27.1. As Air Staff OPR, this Division:

34.27.1.1. Provides consolidated Air Staff comments on draft requirements documents, major enhancement initiatives, and major modernization initiatives associated with mobility, training, special operations, and air base operability (ABO) mission needs.

34.27.1.2. Obtains HQ USAF approval for MAJCOM-validated mobility, training, special operations, and ABO mission need statements and operational requirements documents.

34.27.1.3. Prepares Program Management Directives for concept studies of approved mobility, training, and special operations operational mission need statements.

34.27.1.4. Identifies appropriate Air Staff offices to prepare multicommand validated mission need statements for mobility, training, special operations and ABO; functions as OCR in document preparation.

34.27.1.5. Processes requests for documentation waivers or exemptions submitted for small mobility, training, and special operations operational programs.

34.27.1.6. Acts as requirements advocate for all mobility, training, and special operations mission-related documents undergoing review, comment, or validation/approval.

34.27.1.7. Distributes approved mobility, training, and special operations Cost and Operational Effectiveness Analysis (COEA) to appropriate SAF and HQ USAF organizations.

34.27.1.8. Provides the Air Staff program element monitor (PEM) or requirements advocate for airlift aircraft (e.g., C-130, VC-X, C-141, C-5), KC-10 and KC-135 tanker aircraft, and primary training aircraft (e.g., T-1, T-37, T-38, JPATS). AF/XOR PEM responsibilities include:

34.27.1.8.1. Maintaining program data required for program documentation, including Congressional and OSD reports.

34.27.1.8.2. Responding to programmatic and Congressional questions concerning requirement, funding, or modifications (AF/XORJ is overall OPR for modifications).

34.27.1.8.3. Interfacing with MAJCOMs on the implications of Planning, Programming, and Budgeting System (PPBS) action on assigned program elements (PEs).

34.27.1.8.4. Coordinating on all change control sheets that impact the PE.

34.27.1.8.5. Providing impacts and options to resource allocation teams.

34.27.1.8.6. Maintaining close working relationship with the AF/XO PE operational program counterpart officers in AF/XOF and AF/XOO.

34.27.2. As Air Staff FP, this Division:

34.27.2.1. Harmonizes Air Force mobility and training mission needs and requirements with other Service counterparts.

34.27.2.2. Ensures other Services' mobility and training requirements documents receive appropriate Air Force functional review.

34.27.2.3. Participates in Concept Action Groups or study teams formed to manage mobility and training mission concept studies, if required.

34.27.2.4. Provides colonel to sit on the Mobility Resource Allocation Team.

34.27.2.5. Provides colonel who may serve as alternate team member (to Special Operations Division Chief) on the Power Projection Resource Allocation Team.

34.27.3. For the Directorate, this Division:

34.27.3.1. Monitors the mobility, training, and special operations portions of the Air Force Road Map.

34.27.3.2. Monitors development of mobility, training, and special operations master plans.

34.27.3.3. Is the primary interface with the Air Mobility Command, Air Education and Training Command, and Air Force Special Operations Command.

34.27.3.4. Coordinates with using commands and agencies regarding mobility and training requirements issues.

34.27.3.5. With the assistance of the Special Operations Division (AF/XOFU), Directorate of Forces, monitors special operations requirements issues.

34.27.3.6. Coordinates as OCR on mobility, training, special operations, and ABO force structure objectives and inputs to Joint Strategic Planning System and PPBS documents.

★34.28. Space and Reconnaissance Requirements Division (AF/XORR). The Space and Reconnaissance Requirements Division:

34.28.1. As Air Staff OPR, this Division:

34.28.1.1. Fulfills Congressional direction for a HQ USAF office to interface with the Defense Support Program Office to ensure the Tactical Applications of National Capabilities (TENCAP) and airborne reconnaissance programs. Oversees MAJCOM TENCAP activities and initiatives.

34.28.1.2. Develops Congressionally mandated Tactical Impact Statements to ensure the operational capabilities of future national systems enhances USAF warfighting capability.

34.28.1.3. Acts as HQ USAF FP for identification/validation of requirements for development/employment of National systems and special reconnaissance programs in support of aerospace power.

34.28.1.4. Acts as PEM for development programs directed at USAF tactical exploitation of national systems and special reconnaissance programs.

34.28.1.5. Represents AF/XO on the Defense Reconnaissance Support Program (DRSP), Airborne Reconnaissance Support Program (ARSP), and Military Exploitation of Reconnaissance and Intelligence Technologies (MERIT) oversight panels.

34.28.1.6. Interfaces with other services and National agencies involved in national systems to ensure USAF operational requirements and concepts are incorporated and funded.

34.28.1.7. Represents AF/XO on committees, teams, and working groups that interface with other Service staffs and National agencies on matters relating to the tactical exploitation of space and special reconnaissance systems.

34.28.2. Other Responsibilities:

34.28.2.1. Oversees contracted advance development and proof of concept efforts in coordination with MAJCOMs.

34.28.2.2. Oversees development, planning, execution, and evaluation of field and command level exercises to test prototype methods designed to exploit national systems and enhance USAF warfighting capabilities.

34.28.2.3. Acts as the Secretariat for the Air Force TENCAP General Officer Steering Group.

34.28.2.4. Monitors planning for biennial Joint Staff directed TENCAP Special Projects (i.e., exercises at Theater CINC command and field levels). Serves as the Joint Staff's Executive Agent for planning and execution of Special Projects on a rotational basis with other Service TENCAP offices.

34.28.2.5. Prepares briefings, information papers, and background information for use in Congressional testimony and for OSD and joint service deliberations involving national systems or special reconnaissance programs.

34.28.2.6. Develops recommendations and rationale for use in the USAF Planning Force POM, planning documents supporting the POM, and joint planning system documents to include the Integrated Strategic Defense Concept Plan, the Defense Planning Guidance (DPG), and Joint Military Net Assessment.

34.28.2.7. Conducts studies or analyses of operational space and/or special reconnaissance systems to determine capabilities/limitations in order to advance accurate definition of USAF requirements.

34.28.2.8. Interfaces with the aerospace military and industrial community to maintain currency on emerging technologies applicable to national systems and special reconnaissance capabilities.

★34.29. C2 Combat Integration Requirements Division (AF/XORS). The C2 Combat Integration Requirements Division:

34.29.1. As Air Staff OPR, this Division:

34.29.1.1. Reviews and evaluates operational requirements documents for adequacy of content and evaluates concepts and doctrine for selected ground, airborne and space systems.

★34.29.1.2. Provides consolidated Air Staff comments on draft requirements documents associated with space and C2 combat integration mission needs.

34.29.1.3. Obtains HQ USAF approval for MAJCOM validated contingency mission need statements and operational requirements documents.

34.29.1.4. Prepares Program Management Directives for concept studies of approved global operational mission need statements.

34.29.1.5. Identifies appropriate Air Staff Offices to prepare multicommand validated mission need statements for space and combat integration operations and functions as OCR in the preparation.

★34.29.1.6. Acts as requirements advocate for C2 combat integration mission related documents undergoing review, comment, or validation/approval.

34.29.1.7. Distributes approved Cost and Operational Effectiveness Analysis (COEA) to appropriate SAF and HQ USAF organizations.

34.29.1.8. Acts as Program Element Monitor (PEM) for:

★34.29.1.8.1. Ground Tactical Air Control Systems (GTACS).

34.29.1.8.2. The Ballistic Missile Tactical Warning and Attack Assessment (TW/AA) System.

34.29.1.8.3. The AF Satellite Control Network Operations (AFSCN).

★34.29.1.8.4. Combat Identification Testing.

34.29.1.8.5. The Space Defense Interface Network.

34.29.1.8.6. The NORAD Cheyenne Mountain Complex TW/AA Systems.

34.29.1.8.7. TW/AA Interface Network.

★34.29.1.8.8. E-4B National Airborne Operations Center.

★34.29.1.8.9. EC-130 Compass Call.

34.29.1.8.10. The Tactical Airborne and Control Program for the E-3 Airborne Warning and Control System (AWACS).

★34.29.1.8.11. The Joint Surveillance System, NORAD/Region Operations Control Center/Sector Operations Control Centers, Surveillance Radar Stations/Sites/Communications.

34.29.1.9. Interfaces with other services and agencies involved in space C2 systems development to make sure operational requirements and concepts are incorporated.

34.29.1.10. Develops and articulates the Air Force inputs to and position on Air Force and higher level requirements, objectives, strategies, plans, and policies for structuring and employing space and space-related strategic defense forces to meet national security requirements.

34.29.1.11. Participates in development of OSD issue papers and proposes Air Staff positions.

★34.29.2. Other responsibilities:

★34.29.2.1. Harmonizes Air Force C2 combat integration mission needs and requirements with other service counterparts.

★34.29.2.2. Ensures other Services' C2 combat integration requirements documents receive appropriate Air Force functional review.

34.29.2.3. Participates on Concept Action Groups of study teams formed to manage space and combat integration mission concept studies.

★34.29.2.4. Represents AF/XO on committees, panels and working groups that work the requirements for C2 combat integration.

34.29.2.5. Provides representation on various ad hoc groups dealing with space and space-related programs.

34.29.2.6. Prepares briefings, papers, and background information for use in Congressional testimony and OSD, Joint Service and Air Staff Board deliberations.

34.29.2.7. Coordinates with other functional Air Staff elements responsible for force structuring, space system development and acquisition, tasking and distribution to make sure that identified operational needs are considered by these activities.

34.29.2.8. Develops force structure recommendations and rationale for the USAF Planning Force POM, planning documents supporting the POM, and joint planning system documents.

34.29.2.9. Develops positions and performs staff actions related to missile warning and space surveillance systems.

★34.29.2.10. Provides briefings describing current C2 operations, capabilities, resources and limitations.

★34.29.2.11. Reviews and provides Air Staff inputs to USAF position on C2 related policy, doctrine, strategy and objectives.

★34.29.2.12. Interfaces with the aerospace community to ensure appropriate consideration of space-based solutions and application of aerospace defense technology to space systems.

★34.29.2.13. Supports AFROC on C2 issues.

34.30. Weapons and Nuclear Deterrence Requirements Division (AF/XORW). The Weapons and Nuclear Deterrence Requirements Division:

34.30.1. As Air Staff OPR, this Division:

34.30.1.1. Supports the requirements process as outlined in *AFPD 10-6* for all conventional, nuclear, and advanced technology weapons (air-to-air, air-to-surface, and surface-to-surface).

34.30.1.2. Supports Defense Acquisition Board (DAB) activities for weapons programs.

34.30.1.3. Monitors all pre-milestone 0 research and development efforts for potential weapons programs.

34.30.1.4. Provides the Air Staff program element monitor (PEM) or requirements advocate for ICBMs (e.g., Minuteman and Peacekeeper). AF/XOR PEM responsibilities include:

34.30.1.4.1. Maintaining program data required for program documentation, including Congressional and OSD reports.

34.30.1.4.2. Responding to programmatic and Congressional questions concerning requirements, funding, or modifications (AF/XORJ is overall OPR for modifications).

34.30.1.4.3. Interfacing with major commands (MAJCOMs) on the implications of PPBS action on assigned program elements (PEs).

34.30.2. For the DCS, this Division:

34.30.2.1. Monitors and coordinates requirements for weapons programs in conjunction with applicable Air Staff, Air Force Secretariat, and Joint Staff offices.

34.30.2.2. Prepares and reviews congressional hearings and testimony on all requirement aspects of weapons programs.

34.30.2.3. Supports the Global Reach-Global Power resource allocation teams during preparation of the POM.

34.30.3. For the Directorate, this Division:

34.30.3.1. Prepares and reviews the nuclear deterrence inputs to the Chairman's Program Assessment (CPA) and Joint Strategic Planning Document (JSPD).

34.30.3.2. Processes Program Budget Decisions (PBDs) and Program Decision Memorandums (PDMs) affecting weapons programs.

34.30.3.3. Assists in developing Air Staff positions for the CPA and Defense Guidance (DG).

34.30.3.4. FP for nuclear deterrence force structure funding information used by the Air Staff in Strategic Arms Reduction Talks (START) proposals affecting the United States Air Force (USAF) force structure.

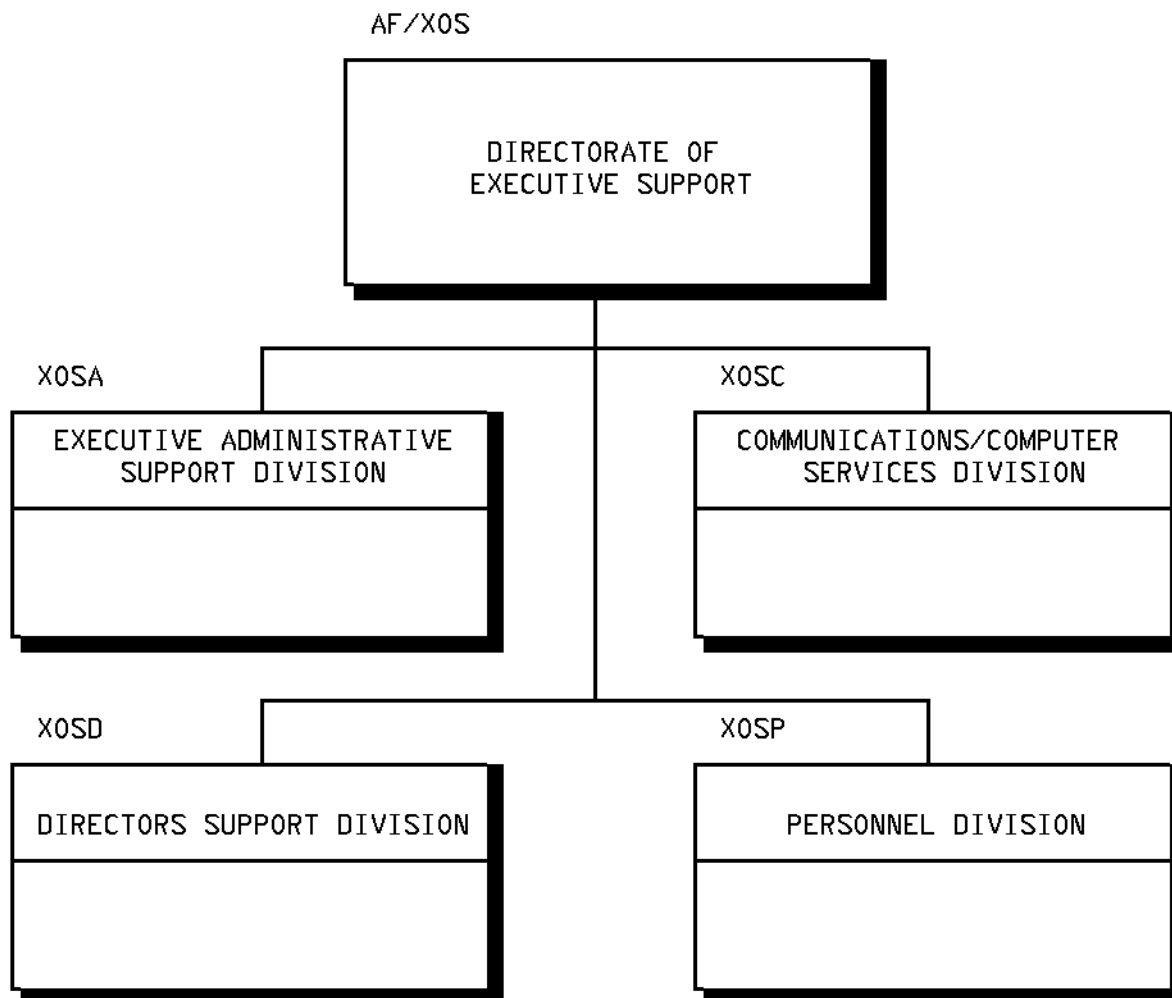
34.30.3.5. Monitors OSD's preparation of issue papers during the Program/Summer Review and develops appropriate USAF positions.

34.30.4. Other Responsibilities:

34.30.4.1. Participates in ad hoc nuclear deterrence committees and working groups with MAJCOMs, Headquarters United States Air Force (HQ USAF) directorates and OSD elements.

34.30.4.2. Participates in ad hoc committees and working groups for Air Force and joint weapons development programs.

★Figure 34.6. Organization Chart for the Directorate of Executive Support.



34.31. Directorate of Executive Support (AF/XOS). The Directorate of Executive Support manages the following functions for the DCS:

- 34.31.1. Administration and security.
- 34.31.2. Communications-computer systems control and development.
- 34.31.3. Comptroller responsibilities.
- 34.31.4. Graphic arts support.
- 34.31.5. Personnel and manpower issues and actions.
- 34.31.6. Inventory management.
- 34.31.7. Facilities management.

★**34.32. Executive Administrative Support Division (AF/XOSA).** The Executive Administrative Support Division manages the administrative and security support functions for the DCS. For the DCS, this division:

- 34.32.1. Receives and dispatches official correspondence (both classified and unclassified) and mail (including certified and registered).

- 34.32.2. Maintains the Top Secret Plans Library for the Air Staff.
- 34.32.3. Maintains the NATO Subregistry.
- 34.32.4. Security Manager.
- 34.32.5. Monitors the security policy review and declassification review of classified documents.
- 34.32.6. Serves as Suggestion Monitor.
- 34.32.7. Serves as Voting Officer.
- 34.32.8. Serves as Information Report Requirement Manager.
- 34.32.9. Monitors the automated Security Clearance Approval System (ASCAS) Roster and screens security paperwork submitted for security clearances and periodic reviews (PR).
- 34.32.10. Conducts SCI screening interviews.
- 34.32.11. Monitors the security semiannual self-inspection program.
- 34.32.12. Monitors the issuance of civilian contractor Pentagon Building passes.
- 34.32.13. Authenticates DoD Pentagon building passes and authenticates Defense Intelligence Agency (DIA) and Joint Chiefs of Staff (JCS) Restricted Badge requests.
- 34.32.14. Conducts foreign travel briefings.
- 34.32.15. Serves as Telephone Control Officer.
- 34.32.16. Monitors Freedom of Information Act requests.
- 34.32.17. Serves as Weight Management Monitor.
- 34.32.18. Manages the SCI Billet Management Program.
- 34.32.19. Manages the Dependent Care Program.
- 34.32.20. Serves as Printing Control Officer.
- 34.32.21. Manages the code word, nickname, and exercise terms program.
- 34.32.22. Manages the Time Management Program.
- 34.32.23. Manages the Copier Program.
- 34.32.24. Manages the dental/immunization/physical appointment and urinalysis drug testing programs.
- 34.32.25. Conducts security inprocessing of newly assigned personnel and conducts security outprocessing of departing personnel.
- 34.32.26. Wraps and dispatches all outgoing accountable mail.
- 34.32.27. Receives and distributes all incoming and outgoing distribution.

34.33. Communications-Computer Services Division (AF/XOSC). The Communications-Computer Services Division:

34.33.1. Provides communications-computer systems support (C-CS) for the Deputy Chief of Staff (DCS) directors to ensure that relevant technical issues are considered in an integrated fashion in long-range, mid-term, and near-term planning activities for C-CS.

34.33.2. Manages, coordinates, and monitors the design, development, and implementation of the DCS communications-computer system master plan.

34.33.3. Develops methodologies and projects that support operational systems that use computer technology to support them.

34.33.4. Develops policy and provides strategic planning and program resources for the DCS communications-computer systems. Develops and defends the DCS communications-computer systems portion of the PPBS.

34.33.5. Acts as an independent source of advice and evaluation in preparing special studies and investigating problems across a broad spectrum of subjects important to the Air Force C-CS basing recommendations primarily on technical merit.

34.33.6. Is responsible for developing analytical tools to support the analysis of operations. Examples of these tools are models, simulation, databases, and other analysis techniques.

34.33.7. Is the DCS's office of primary responsibility (OPR) on policy and implementation of computer hardware, software and applications that support and provide services to operational activities. Advises the DCS on information technology matters.

34.33.8. Advises the DCS as to the effectiveness and operability of all Automated Command and Control, and Management Information Systems that exist or are proposed to be installed.

34.33.9. Provides recommendations for representation to the Air Staff Board Command and Control Information Systems Panel and the Support Information Systems Panel.

34.33.10. Provides recommendations for representation to the Air Staff Communications-Computer Systems Requirements Board Working Group.

34.33.11. Provides recommendations for representation to the Air Staff Communications-Computer Systems Architecture Steering Committee.

34.33.12. Provides recommendations for representation to the DCS Automation Review Committee.

34.33.13. Provides recommendation for representation to the Air Staff Combat Communications Force Structure Working Group.

★34.34. Directors' Support Division (AF/XOSD). The Directors' Support Division:

★34.34.1. Manages, controls and monitors the suspense actions from the AF Secretariat, CSAF Command Section, Deputy Chief of Staff, and Directorate on all correspondence going to or from six Air Staff directorates.

★34.34.2. Manages the internal distribution of classified and unclassified correspondence, to include tasking, coordinating, and quality standardization for staff actions.

★34.34.3. Is responsible for the daily preparation of general officers' and their deputies' daily read files and subsequent follow-up action monitors for division level responses.

★34.34.4. Is responsible for management of the leave program for 6 directorates, 39 divisions and 5 Field Operating Agencies totaling over 950 military personnel.

★34.34.5. Augments directors' front office support (i.e., secretarial duties, executive officer duties, etc.).

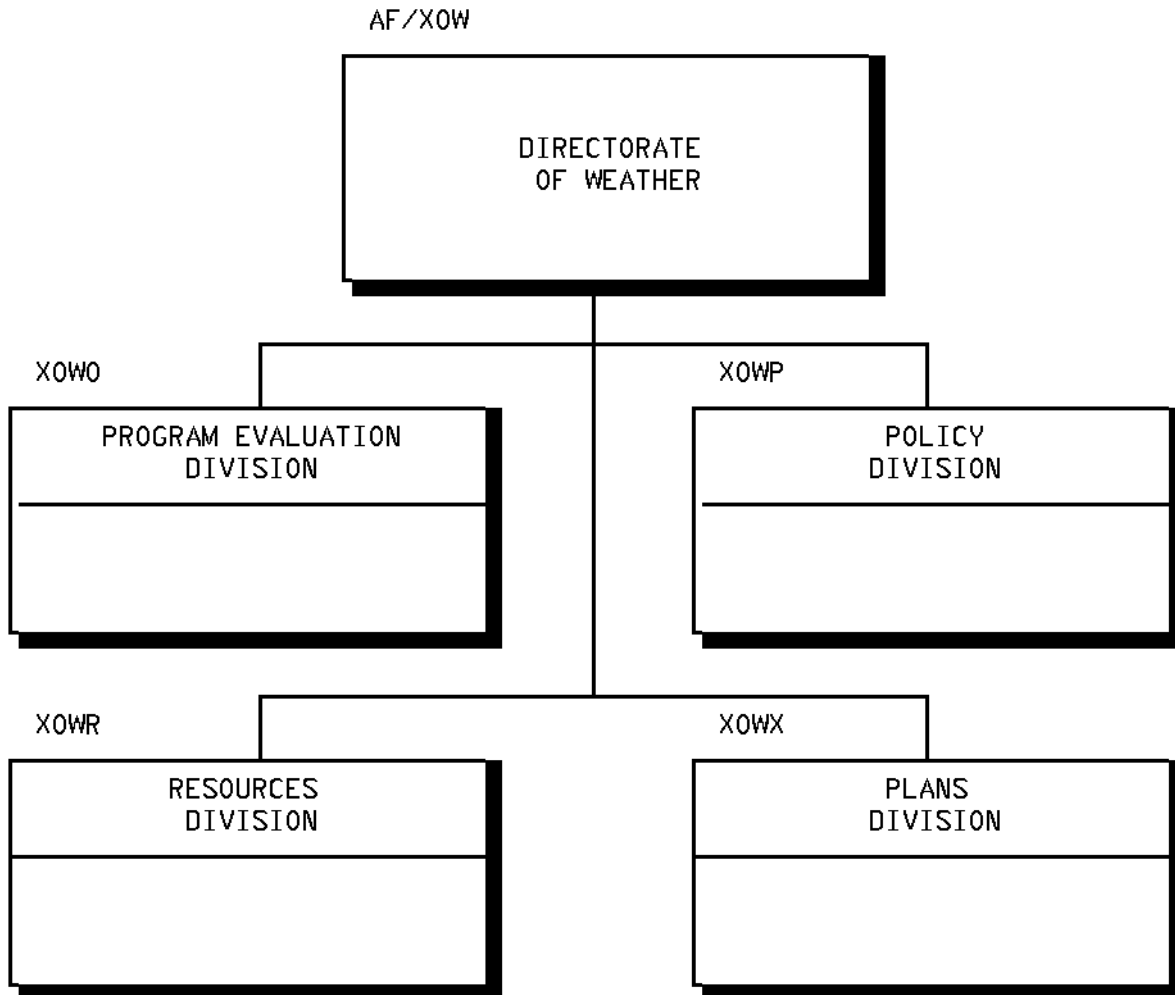
★34.34.6. Assists in the orchestration of promotion, award, decoration and retirement ceremonies.

- ★34.34.7. Provides facsimile and copier service.
- ★34.34.8. Manages six directorates' equipment accounts.
- ★34.34.9. Orders and obtains general office supplies for six directorates.
- ★34.34.10. Manages six directorates' Documentation Management Program and serves as the Records Manager.
- ★34.34.11. Provides escort duties for distinguished visitors.
- ★34.34.12. Serves as Automated Data Processing Equipment (ADPE) manager.
- ★34.34.13. Is OPR/EPR and award/decoration suspense control/tracking point.

34.35. Personnel Division (AF/XOSP). The Personnel Division is the point of contact (POC) for all manpower and personnel matters impacting military and civilian personnel assigned to AF/XO. Responsibilities include:

- 34.35.1. Ensuring supervisors and members adhere to all policies and directives governing the management of Air Force military and civilian personnel.
- 34.35.2. Direct contact with the Air Force Military Personnel Center, MAJCOM headquarters, and field units to identify and requisition military personnel to be assigned to AF/XO.
- 34.35.3. Staffing changes to the personnel and manpower data systems. The single POC for all organizational structure changes within AF/XO and all FOAs under AF/XO.
- 34.35.4. DCS liaison with Military Personnel Flight (MPF) for all personnel actions including assignments, enlistments, duty information changes, retirements, Air Staff tour curtailments and extensions, decorations, officer evaluation reviews (OERs), enlisted performance reviews (EPRs), and sponsor program. Receives and distributes all documentation pertaining to the above actions.
- 34.35.5. Unit in-processing of newly arrived personnel and outprocessing departing members.
- 34.35.6. Conducting management level boards for promotions and Professional Military Education.
- 34.35.7. Coordinating AF/XO nominations for MAJCOM and Headquarters Air Force Military Personnel Center (HQ AFMPC) return-to-fly and squadron commander boards.
- 34.35.8. Maintaining a reference library of necessary personnel regulations and directives addressing the management of DCS personnel.
- 34.35.9. Conducting special manpower and personnel related studies for the AF/XO and directors. Responding to taskings that are personnel and manpower related.
- 34.35.10. Conducting annual civilian appraisal and performance plan reviews.
- 34.35.11. Conducting management level civilian incentive award boards.
- 34.35.12. Quality controlling civilian time sheets.
- 34.35.13. Managing civilian training program.
- 34.35.14. DCS liaison with Civilian Personnel Office (CPO) for preparing, submitting, and monitoring all civilian personnel actions including hires, review of Position Descriptions, resignations, leave without pay, realignments, and promotions.
- 34.35.15. Auditing the Civilian Personnel Position and Employee Control File.
- 34.35.16. Maintaining unit information records on all civilian employees.

- 34.35.17. Primary member of civilian special emphasis program committees.
- 34.35.18. Managing civilian summer hire, holiday hire, and stay-in-school programs.
- 34.35.19. DCS single POC for Personnel Concept-III (PC-III).

Figure 34.7. Organization Chart for the Directorate of Weather.**34.36. Directorate of Weather (AF/XOW).** The Directorate of Weather:

34.36.1. Develops and implements weather concepts, doctrine, policies, plans and programs and integration and interoperability standards to ensure effective weather support for the US Air Force, Army, OJCS, selected Unified and Specified Commands, National Programs, and other agencies as directed by the Chief of Staff of the Air Force (CSAF).

34.36.2. Provides oversight, direction and guidance to the USAF Air Weather Service.

34.36.3. Is the functional manager of the enlisted, officer and civilian weather career fields.

34.36.4. Develops and implements mid- and long-range plans for the organization, equipment, manpower, and technology necessary to meet future USAF and Army weather requirements. Air Force advocate for weather requirements.

34.36.5. Plans, programs, and budgets for USAF resources and manages execution of the USAF weather program.

34.36.6. Interfaces with the other Services, DoD, other Federal Departments, and international organizations concerning coordination, cooperation, and standardization/interoperability of weather services.

34.36.7. Directs and provides oversight for weather support to National and special access required (SAR) programs.

34.36.8. Ensures the overall quality and effective operation of the integrated USAF weather support system.

34.36.9. Advocates and oversees fielding of standardized USAF weather equipment.

34.36.10. Interfaces with the Department of the Army concerning operational weather support of Army forces.

34.37. Program Evaluation Division (AF/XOWO). The Program Evaluation Division:

34.37.1. Monitors the effectiveness of operational weather and space environmental support to those agencies supported by the Air Force weather support system.

34.37.1.1. Monitors the effectiveness of the base/post weather station in providing operational support.

34.37.1.2. Monitors the effectiveness of centralized facilities in providing operational weather and space environmental support.

34.37.1.3. Monitors development of performance standards for operational support.

34.37.2. Monitors the performance and effectiveness of weather equipment, instrumentation, and integrated systems such as the Automated Weather Distribution System.

34.37.3. Monitors MAJCOM and oversees Air Weather Service (AWS) implementation of training, logistics support, installation, and maintenance support for standard and AWS-unique weather and space environmental support systems.

34.37.4. Serves as the HQ USAF focal point (FP) for acquisition of NEXRAD in the joint DoD-Department of Commerce (DoC)-Department of Transportation (DoT) program, assisting HQ USAF/XOW in executing his responsibilities as DoD member of the NEXRAD Program Council.

34.37.5. Serves as the HQ USAF FP for DMSP issues, coordinating efforts of other Air Force offices.

34.37.6. Coordinates among Air Force MAJCOMs and the Joint Staff to promote effective and efficient wartime/contingency weather support to deployed forces.

34.37.7. Serves as the HQ USAF FP for issues involving operational weather and space environmental support provided by the Air Force weather support system.

34.37.8. Serves as the primary HQ USAF interface with the Department of the Army regarding operational weather support to Army forces, and Army support of the Air Force weather personnel supporting the Army, in accordance with the USAF-Army implementing agreement and the joint regulation.

34.37.9. Serves as the primary HQ USAF interface with the Navy concerning availability of Navy oceanographic and weather products to support Air Force and joint operations.

34.37.10. Serves as the HQ USAF POC for issues involving World Meteorological Organization standards, procedures, and practices for operational weather observing and forecasting.

34.37.11. Works closely with the Air Force Operations Center to stay abreast of critical day-to-day operational weather and space environmental support issues, such as weather-related Air Force Significant Events Reports, keeping the HQ USAF/XOW informed as necessary.

34.38. Policy Division (AF/XOWP). The Policy Division:

34.38.1. Establishes and interprets policy and doctrine for Air Force weather and space environmental support to the JCS, the Unified and Specified Commands, the Army and Air Force commands, national programs, and other agencies as directed by the CSAF.

34.38.1.1. Develops Air Force regulations on weather and space environmental support policy.

34.38.1.2. Authors Air Force functional doctrine for weather and space environmental support.

- 34.38.2. Coordinates on Air Force basic doctrine to ensure weather and space environmental support issues are incorporated.
- 34.38.3. Assesses DoD directives, joint publications, interservice and interagency weather support agreements, and similar matters to ensure consistency with Service roles and missions.
- 34.38.4. Integrates weather and space environmental support policy into Air Force functional regulations.
- 34.38.5. Reviews MAJCOM supplements to Air Force regulations to ensure Air Force weather and space environmental support policy is effectively implemented.
- 34.38.6. Serves as the policy FP and works policy-related issues for the following:
 - 34.38.6.1. Base and post weather station operations.
 - 34.38.6.2. Wartime readiness and mobility of weather support forces.
 - 34.38.6.3. Centralized weather and space environmental support.
 - 34.38.6.4. Weather support to National Guard/Air Force Reserve forces.
 - 34.38.6.5. Weather and space environmental support communications/data collection.
 - 34.38.6.6. Weather support to command and control/WWMCCS.
 - 34.38.6.7. Weather information systems.
 - 34.38.6.8. Automated weather observing systems, and other weather and space environmental instrumentation systems.
- 34.38.7. Establishes deliberate/execution planning policy and guidance for the inclusion of weather resources in war and contingency plans.
 - 34.38.7.1. Works apportionment/allocation of weather forces in War Mobilization Plan.
 - 34.38.7.2. Serves as the functional manager for weather Unit Type Codes (UTCs), Manpower Forces (MANFOR) data, and Logistics Forces (LOGFOR) data.
 - 34.38.7.3. Reviews, monitors, and provides input to policies regarding the joint operational planning system.
 - 34.38.7.4. Validates weather annexes to CINC/MAJCOM war plans.
 - 34.38.7.5. Serves as a member of the Air Force Contingency Support Staff during contingency operations.
- 34.38.8. Interfaces with the Air National Guard (ANG) on policy issues regarding the ANG weather flights.
- 34.38.9. Develops Air Force weather support policy in support of the Army and works directly with the Department of the Army and the Army's Training and Doctrine Command (TRADOC) on joint policy and doctrine issues.
- 34.38.10. Serves as the HQ USAF FP for current and future weather and space environmental support to SAR and SCI programs, coordinating efforts of other HQ USAF/XOW offices and AWS as necessary in addressing issues involving support to these programs. (Note: Due to security clearances of assigned personnel, the FP for SAR programs may upon occasion temporarily reside outside of HQ USAF/XOWP.)

34.39. Resources Division (AF/XOWR). The Resources Division:

34.39.1. Accomplishes the following manpower and training responsibilities:

34.39.1.1. Manages the enlisted, officer, and civilian weather career fields.

34.39.1.2. Manages the weather career field training, career progression groups, and advanced academic degree requirements.

34.39.1.3. Represents weather advanced degree requirements to the Air Force Education Review Board.

34.39.1.4. Establishes Trained Personnel Requirements for the weather career field.

34.39.1.5. Serves as the HQ USAF FP with Air Education and Training Command (AETC) concerning weather training requirements quality of Air Force weather training.

34.39.2. Accomplishes the following programming responsibilities:

34.39.2.1. Serves as program element monitor (PEM) for acquisition of Air Force standard weather and space environmental support systems -- planning and programming for Air Force standard weather and space environmental support systems.

34.39.2.2. Serves as PEM for AWS operations and maintenance -- planning and programming for AWS resources.

34.39.2.3. Provides core (voting) membership to Space and Command, Control, Communications and Intelligence (C3I) Resources Allocation Team.

34.39.2.4. Develops Air Force weather input to the Program Objective Memorandum (POM) using information provided by the MAJCOMs and AWS (AWS Annual Programming Plan).

34.39.2.5. Monitors execution year and budget year AWS financial actions.

34.39.2.6. Harmonizes operations, acquisition, and R&D funding for Air Force standard weather and space environmental support systems.

34.39.2.7. Provides Air Force financial and manpower input to the Federal Plan for Meteorological Services and Supporting Research.

34.39.2.8. Coordinates and advocates funding and manpower for weather/NOTAMS communications.

34.39.2.9. Interacts with HQ USAF/SC on weather Automated Data Processing (ADP) programming issues.

34.39.2.10. Provides programming and funding information to the Air Staff Resources Allocation Process, the Office of the Secretary of Defense (OSD), and to the Congress, as required during preparation of the POM, the BES, and the President's Budget (PB).

34.39.3. Accomplishes the following logistics responsibilities:

34.39.3.1. Interacts with HQ USAF/LG on acquisition and logistics resource issues involving Air Force standard weather and space environmental support system acquisitions.

34.39.3.2. Coordinates on logistics issues in PMD involving Air Force standard weather and space environmental support systems.

34.39.3.3. Interacts with AWS, the Sacramento Air Logistics Center, and system program offices concerning major program logistics issues.

34.39.3.4. Coordinates with HQ USAF/TE and the MAJCOMs concerning test requirements in PMDs for Air Force standard weather and space environmental support systems.

34.39.3.5. Interacts with HQ USAF/SCM on Engineering and Installation issues involving future Air Force standard weather and space environmental support system acquisitions.

34.40. Plans Division (AF/XOWX). The Plans Division:

34.40.1. Develops plans identifying mission objectives for weather and space environmental support, required operational support capabilities, and strategies to achieve objectives.

34.40.1.1. Prepares plans which link weather and space environmental support mission objectives and required capabilities with programming and budgeting actions.

34.40.1.2. Manages preparation of technology development and transition plans and develops strategies to transfer new capabilities to operational units.

34.40.1.3. Develops weather force structure plans to organize, equip, and man the Air Force weather and space environmental support system to meet future DoD force structure requirements.

34.40.1.4. Develops future concepts of weather and space environmental support in response to new weapon systems and to technological advances in military operations.

34.40.1.5. Directs development of and maintains a capabilities master plan for Air Force weather and space environmental support.

34.40.1.6. Serves as the HQ USAF FP for technical review of the scientific aspects of weather and space environmental support.

34.40.1.7. Interacts with the Air Force major commands and Department of the Army on concepts of weather and space environmental support to future weapons systems.

34.40.2. Manages requirements process and documentation for Air Force weather developmental programs.

34.40.2.1. Serves as the primary interface with HQ USAF/XOR in processing weather and space environmental support requirements and reviewing Air Force and Joint requirements documents.

34.40.2.2. Directs development of MNS and Operational Requirements Documents (ORD) for standard Air Force weather support systems and systems required by AWS.

34.40.2.3. Manages development of research objectives and geophysical requirements to address technical shortfalls in meeting requirements for weather and space environmental support.

34.40.2.4. Identifies and coordinates requirements for meteorological satellite capabilities.

34.40.2.4.1. Reviews DMSP operational requirements documents.

34.40.2.4.2. Serves as the HQ USAF DMSP user community FP for developing and coordinating requirements for new DMSP atmospheric and space sensors and for evaluating follow-on DMSP development efforts.

34.40.2.4.3. Interacts with the Military Departments and other DoD and government agencies on plans and requirements for meteorological satellite operations and serves as an associate member of the Joint Environmental Satellite Coordinating Group.

34.40.3. Interfaces with other Federal government agencies, OSD, the Joint Staff, the Military Departments, and international organizations concerning weather and space environmental support planning.

34.40.3.1. Interacts with the Office of the Federal Coordinator for Meteorological Services and Supporting Research (OFCM) as directed by OSD.

34.40.3.1.1. Represents the Air Force on OFCM standing committees, monitors activities of OFCM working groups, and arranges for Air Force working group representation as needed.

34.40.3.1.2. Coordinates the Air Force weather and space environmental input to the Federal Plan for Meteorological Services and Supporting Research and other Federal plans.

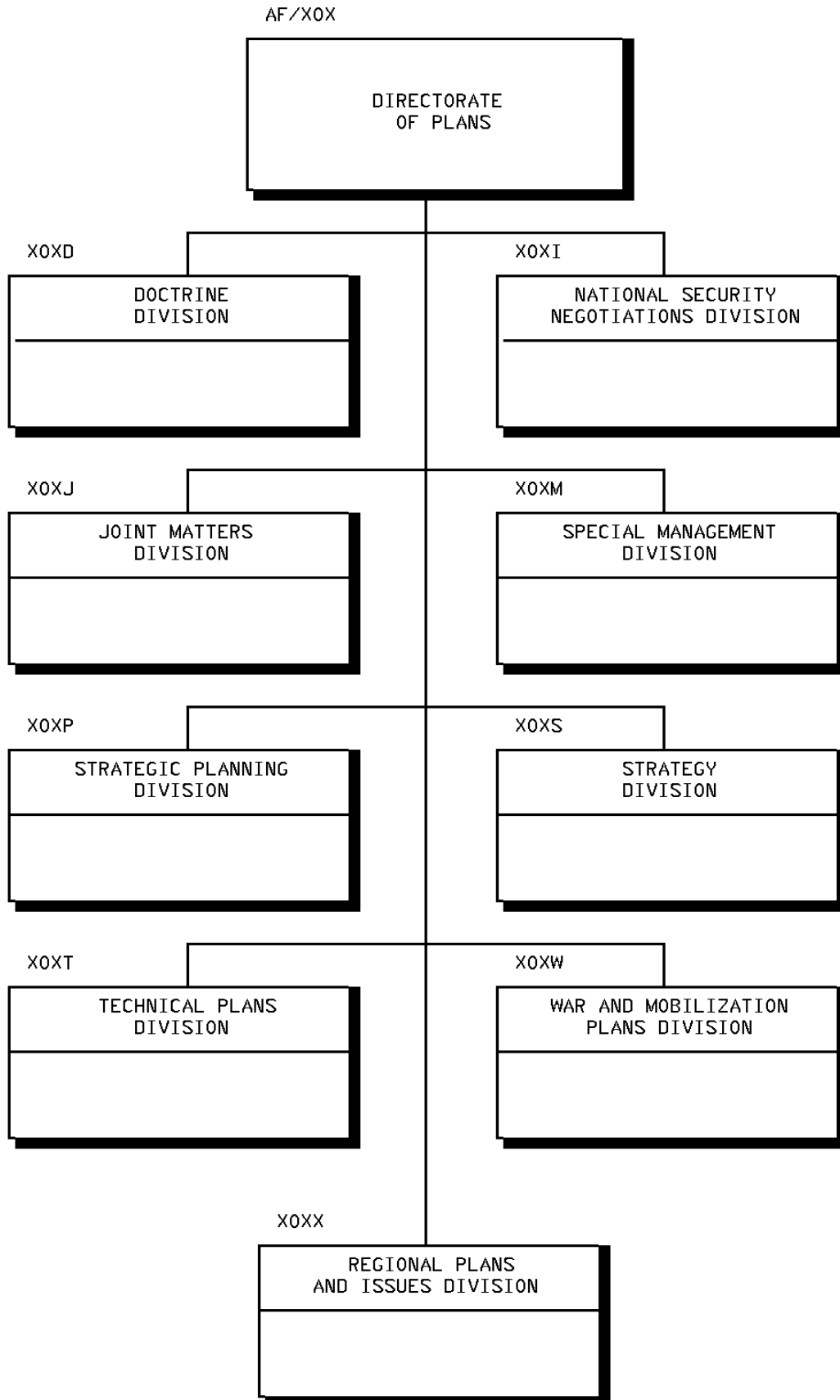
34.40.3.2. Serves as the Air Force FP for joint, combined, and international planning aspects of weather and space environmental support.

34.40.3.2.1. Coordinates weather planning and requirements issues with the Joint Staff, the Oceanographer of the Navy (OP-096), and the Department of the Army, Directorate of Policy and Operations, Imagery Division (DAMI-POI).

34.40.3.2.2. Is the POC for weather support matters for NATO and the Canada-United States Regional Planning Group.

34.40.3.3. Serves as the FP for inquiries from Congressional committees, the Government Accounting Office, the Air Force Audit Agency, and other government oversight agencies regarding weather and space environmental support issues.

Figure 34.8. Organization Chart for the Directorate of Plans.



34.41. Directorate of Plans (AF/XOX). The Directorate of Plans:

34.41.1. Is responsible for Air Staff positions on unilateral and joint policy guidance, strategy and doctrine development and assessment, politico-military planning, capability assessment, war and mobilization planning, and new initiatives programs.

34.41.2. Develops and articulates the Air Force position on issues before the Joint Chiefs of Staff and National Security Council. Develops policies, strategies, and objectives for structuring and using air and space forces to meet national security objectives. Is Air Staff proponent for long-range planning, concepts and doctrine, unilateral and joint war planning, special operations mission definition and measurement, air and space capability and formulates new initiatives. Prepares, coordinates, and publishes an Air Force Plan which relates policy and strategy to combat tasks and related force structure proposals.

34.41.3. Is OPR for the Air Force Planning System which prepares the CSAF and Secretary of the Air Force (SECAF) for PPBS issues and conveys their vision of the Air Force to every echelon, develops policy and strategy guidance for development of plans and force levels, and supports theater commands and arms negotiations. To accomplish this, AF/XOX develops the Air Force Plan, comprised of the Executive Guidance, the Planning Force, the Programming Force, and an Assessment of Risk.

34.41.4. Develops regional and national plans and policies to meeting Air Force component of U.S. National military strategies and objectives.

34.41.5. As Deputy Operations Deputy (DepOpsDep) to the Chief of Staff, prepares and coordinates recommendations on JCS and National Security Council (NSC) matters and when directed, functions as the Operations Deputy (OpsDep).

34.41.6. Is the US Military Representative to US and Canada Permanent Joint Board on Defense (PJBD).

NOTE: Air Reserve Forces and Air National Guard Advisors (AF/XOX).

As provided in 10 USC 265 and 8021, manpower authorizations include specific portions from Air National Guard and Air Force Reserve manpower resources who serve under criteria set forth in AFI 36-2116, *Extended Active Duty for Reserve Component Officers*. Each has direct access and serves as principal advisor to the Director of Plans. Advises and assists throughout the directorate on the formulation and administration of policies, plans, programs, and regulations affecting Air Reserve Forces.

34.42. Doctrine Division (AF/XOXD). The Doctrine Division:

34.42.1. Manages Air Force Doctrine Program. As such, is OPR for Air Force doctrine publications.

34.42.2. Manages Air Force participation in development of JCS joint doctrine; FP for development of Air Force comments and position on JCS joint doctrine manuals and issues.

34.42.3. Provides U.S. head of delegation for North Atlantic Treaty Organization (NATO) Tactical Air Working Group and Air Standardization Coordinating Committee (ASCC) Working Part 45 (Tactical Air Operations); develops and coordinates Air Force positions and U.S. national position as head of delegation) on combined doctrine projects concerning air operations.

34.42.4. Ensures consistency between Air Force doctrine, JCS joint doctrine, and combined doctrine.

34.42.5. Manages Air Force matters pertaining to Service functions, roles, and missions; FP for development of Air Force comments and position on changes to Service functions, roles, and missions.

34.42.6. Manages and is FP for Air Force Terminology Standardization Program; FP for Air Force participation in DoD, ASCC, and NATO Terminology Programs; manages ASCC Terminology Program.

34.42.7. FP for development of Air Force comments and position on changes to command relationships/authorities.

34.42.8. Reviews policy and plans (including Operation Plans (OPLANS) and CONPLANS) for organizational and command relationships.

34.42.9. Reviews rationale for new weapon systems from perspective of Service functions, roles, and missions and from perspective of Service, joint, and combined doctrine.

34.42.10. Provides doctrinal basis for and doctrinal review of Directorate planning documents.

34.42.11. Responsible for development of concepts designed to explore innovative approaches to achieve national military goals.

34.42.12. Functions as POC on Air Staff with Air University (includes CADRE), National Defense University, Armed College, U.S. Army Command and General Staff College, and Naval War College for doctrine issues.

34.43. National Security Negotiations Division (AF/XOXI). The National Security Negotiations Division:

34.43.1. As Air Staff OPR, this Division prepares the Air Force position on politico-military and national security issues related to the Commonwealth of Independent States, or of a global or inter-regional scope, and represents the Air Force in JCS, NSC, and interagency deliberations on those issues. Areas of responsibility include:

34.43.1.1. U.S. relationships and negotiations with the Commonwealth of Independent States.

34.43.1.1.1. Develops the Air Force positions on politico-military and national security issues pertaining to: START; Intermediate Range Nuclear Forces (INF) Treaty; Defense and Space Talks (DST); and future nuclear arms reduction treaties.

34.43.1.1.2. Represents the Air Force in all matters relating to Anti-Ballistic Missile (ABM) treaties and negotiations.

34.43.1.1.3. Formulates the Air Force position on issues before the Standing Consultative Commission (SCC), and Joint Compliance and Inspection Commission (JCLIC).

34.43.1.1.4. Represents the Air Force on the Prevention of Incidents On and Over the High Seas (INCSEA) Agreement. Develops Air Force positions and reviews USAF compliance with the agreement.

34.43.1.1.5. Formulates the Air Force position for the Nuclear Test Ban Treaty (NTBT) and Peaceful Nuclear Explosions Treaty (PNET).

34.43.1.1.6. Represents the Air Force in Joint Staff, OASD/ISP, State Department and interagency negotiations as U.S. Government positions are developed on other arms control matters between the US and CIS.

34.43.1.2. Air Force policy on multilateral arms control negotiations.

34.43.1.2.1. Conference on Disarmament (CD) deliberations.

34.43.1.2.2. Chemical Weapons (CW) negotiations.

34.43.1.2.3. Conventional Armed Forces in Europe (CFE) deliberations.

34.43.1.2.4. Open Skies Treaty deliberations.

34.43.1.2.5. Conference on Security and Cooperation in Europe (CSCE) where deliberations involve arms control negotiations.

34.43.1.2.6. Conference on Confidence- and Security-Building Measures and Disarmament in Europe (CDE).

34.43.1.3. Air Force policy on verification of and compliance with arms control agreements.

34.43.1.4. International negotiations with military impact.

34.43.1.4.1. UN Military Staff Committee.

34.43.1.4.2. UN First Committee (UNFC).

34.43.1.4.3. UN Special Session on Disarmament (SSOD).

34.43.1.4.4. NonProliferation Treaty (NPT).

34.43.1.4.5. Transparency in Armaments (TIA).

34.43.1.4.6. Korean Joint Declaration for a Non-Nuclear Peninsula.

34.43.1.5. Arms Control Impact Statements.

34.43.1.6. Chemical and biological warfare policy.

34.43.1.7. Space policy, space agreements, and space law.

34.43.1.8. Policy implications of international law (Law of War, Law of the Sea, Space Law, etc.).

34.43.1.9. Treaty interpretation and assessment for Air Force components.

34.43.1.10. Nuclear and civil defense policies.

34.43.2. Air Force policy on navigation and overflight issues. Represents Air Force in Joint Staff, OASD/ISP, OASD/ISA, and State Department in coordinating short-notice aircraft diplomatic clearance requests and official travel to foreign countries. Responsible for:

34.43.2.1. DoD Foreign Clearance Guide.

34.43.2.2. Special Weapons Overflight Guide (SWOG).

34.43.2.3. USAF participation in the U.S. Freedom of Navigation program.

34.43.2.4. USAF Foreign Operating Rights.

34.43.2.5. Overflight and access rights for USAF aircraft participating in contingency operations.

34.43.2.6. USAF general officer overseas travel.

34.43.2.7. Air Force liaison with State and DoD for obtaining special area clearances.

34.43.2.8. Civil-military policies concerning international civil aviation.

34.43.3. As Air Staff FP, this Division monitors developments of interest to the Air Force for regional matters dealing with U.S. policy in the Polar areas.

34.44. Joint Matters Division (AF/XOXJ). The Joint Matters Division:

34.44.1. Formulates the Air Staff position on JCS and NSC matters.

34.44.2. Prepares the CSAF and his principal agents for JCS and NSC deliberations.

34.44.3. Prepares Vice CSAF and his principal agents for Joint Requirements Oversight Council (JROC) deliberations.

34.44.4. Conducts final review of Air Staff recommendations on papers under JCS consideration, accumulates Air Staff views on matters under formal consideration by JCS, and approves Air Staff submissions to the Joint Staff.

- 34.44.5. Represents the Air Force at planners' meetings conducted by the Joint Staff.
- 34.44.6. Exercises final review authority on JCS and NSC issues not addressed by the JCS or Operations Deputies.
- 34.44.7. Provides guidance on administrative requirements for processing Chairman Joint Chiefs of Staff (CJCS) Memorandum of Policy 9 (MOP) reports and other JCS actions which require Air Force coordination.
- 34.44.8. Assembles all briefing materials and agenda packages used by Air Force principals during JCS meetings and JROC deliberations.
- 34.44.9. Supervises Air Staff briefings for, and debriefings on, all JCS meetings.
- 34.44.10. Distributes and assigns all action on JCS, NSC, and Joint Staff documents.
- 34.44.11. Has authority to release JCS documents to Air Force organizations worldwide.
- 34.44.12. Responsible for Air Staff operating instructions used in dealing with Joint and NSC matters.
- 34.44.13. Monitors implementation of JCS directives.

34.45. Special Management Division (AF/XOXM). The Special Management Division:

34.45.1. As Air Staff OPR, this Division:

- 34.45.1.1. Represents the Secretary of the Air Force and Chief of Staff of the Air Force as executive agent for support of several special access programs (SAPs).
- 34.45.1.2. Develops policy for HQ USAF and Air Force MAJCOM support of National Command Authority directed special access programs.
- 34.45.1.3. Provides policy to OSD and Joint Staff oversight personnel.
- 34.45.1.4. Coordinates with the Joint Staff and OSD on Air Force capabilities to support SAFs and to ensure Air Force equities are maintained.
- 34.45.1.5. Represents HQ USAF at meetings with DoD and non-DoD agencies to develop sensitive support for SAPs.
- 34.45.1.6. Provides direction to all USAF MAJCOMs to ensure compliance with security and special access program directives.
- 34.45.1.7. Provides staff assistance visits to USAF MAJCOMs to ensure compliance with security and special access program directives.

34.45.2. For the Deputy Chief of Staff (DCS), this Division:

- 34.45.2.1. Provides oversight of special access programs to ensure Air Force interests are maintained and activities are conducted within security guidelines, and DoD and Air Force regulations.
- 34.45.2.2. Prepares and coordinates packages for planning and executing special access programs.
- 34.45.2.3. Provides classified briefings to SECAF, CSAF and Senior Staff Officers on planned and current activities.
- 34.45.2.4. Represents AF/XOX at meetings with DoD and JCS oversight personnel.

34.46. Strategic Planning Division (AF/XOXP). The Strategic Planning Division:

34.46.1. As Air Staff OPR, this Division:

34.46.1.1. Acts as FP for Air Force strategic planning and provides assessments of future security, technological, and economic environments.

34.46.1.2. Plans, coordinates, and directs the Air Force Planning Process.

34.46.1.3. Develops key documents which aid Air Force decision making process on national security policy and strategy.

34.46.1.4. Develops the USAF Strategic Assessment, USAF Planning Guidance, USAF Programming Guidance, and Inputs to Requirements and Acquisition.

34.46.1.5. Acts as the FP for Joint Chiefs of Staff assessments of the long-range planning environment.

34.46.1.6. Acts as the FP for exploring future concepts for Air Force roles and functions with the SECAF/CSAF.

34.46.1.7. Acts as FP for continuous interchange of ideas between Air Staff and MAJCOM long-range planners.

34.46.1.8. Plans, coordinates, and directs periodic USAF Strategic Planning conferences and bi-weekly Air Staff Planning Committee meetings.

34.46.1.9. Acts as the FP for matters concerning PROJECT AIR FORCE and the RAND Corporation.

34.46.1.10. Acts as the FP for AF/XOX sponsored advanced degree programs.

34.46.1.11. Develops, coordinates, publishes, and disseminates writings advocating aerospace power.

34.46.1.12. Manages, coordinates, and directs the Air Force National Defense Fellows program and the RAND Fellows program.

34.46.1.13. Responsible for development of concepts and strategic options designed to explore innovative approaches to achieve national military goals.

34.46.1.14. Acts as FP for continuous interchange of ideas between the Air Force, Service schools and academies, civilian academic, and research communities that influence development of national security policy and aerospace power.

34.46.2. For the Directorate, this Division provides PROJECT AIR FORCE Advisory Working Group Member.

34.46.3 Other Responsibilities:

34.46.3.1. OPR for Project AIR FORCE (RAND).

34.46.3.2. OPR for Air Force Strategic Assessment, Air Force Planning Guidance, Air Force Programming Guidance, and Inputs to Requirements and Acquisition.

34.47. Strategy Division (AF/XOXS). The Strategy Division:

34.47.1. As Air Staff OPR, this Division:

34.47.1.1. Develops and advocates Air Force positions in the formulation of U.S. military strategy and national security policy. Serves as the Air Force FP for CJCS National Military Strategy and related documents.

34.47.1.2. Air Force FP for Joint Strategic Planning System, Air Force FP for DPG, specific Air Force OPR for Chairman's Program Assessment, Joint Military Net Assessment, and strategy review documents.

34.47.1.3. Prepares inputs to and reviews the Secretary of Defense (SECDEF) Annual Report to the President and Congress.

34.47.1.4. Air Force FP for Unified Command Plan and Forces for the Unified and Specified Commands documents.

34.47.1.5. Air Force FP for operational strategy.

34.47.1.6. Serves as Deputy Chief of Staff, Plans and Operations, FP for Commanders-in-Chief (CINCs) Conferences, CORONA Conferences and the annual Army-Air Force Warfighter Talks.

34.47.1.7. Acts as liaison between Director of Plans and the Army-Air Force Center for Low Intensity Conflict.

34.47.2. Develops briefings and/or papers on special topic areas and serves as think tank on air and space power advocacy matters.

34.48. Technical Plans Division (AF/XOXT). The Technical Plans Division:

34.48.1. As Air Staff OPR, this Division:

34.48.1.1. Develops policy for Air Force psychological operations, including development of, and coordination on, inputs to USAF War and Mobilization Plans (WMP)-I and Joint Strategic Capabilities Plans (JSCP) Vol I and II.

34.48.1.2. Provides briefings to Joint Doctrine Air Campaign Course and Air Command and Staff Colleges on warfighting concepts.

34.48.1.3. Provides Air Force policy, support, and oversight for certain limited access programs and projects.

34.48.1.4. Provides briefings to the Joint Psychological Operations Course.

34.48.1.5. Establishes OPSEC doctrine and policy and reviews operational requirements for security.

34.48.1.6. Trains all Air Force tactical deception officers and other support and operational personnel to plan, coordinate, and conduct tactical deception.

34.48.1.7. Develops policies and operations in support of JSCP Annex K and Annex X.

34.48.2. For the DCS, this Division:

34.48.2.1. Upon direction, conducts specific limited access activities.

34.48.2.2. Coordinates on operational issues involving psychological operations.

34.48.2.3. Provides augmentation for contingencies and exercises at the direction of the DCS.

34.48.2.4. Acts as representative to Joint Staff limited access working groups.

34.48.2.5. Integrates OPSEC concepts into OPLANS, operations, and acquisition efforts.

34.49. War And Mobilization Plans Division (AF/XOXW). The War and Mobilization Plans Division:

34.49.1. As Air Staff OPR, this Division:

34.49.1.1. Develops the process and integrates the participation of Air Force War and Mobilization Planning to support the Joint Strategic Planning System (JSPS), and the Joint Operational Planning and Execution System (JOPES).

34.49.1.1.1. Manages Air Force involvement and development of the Air Staff position on JOPES Volumes I, II, and III.

34.49.1.1.2. Manages Air Force support to the force sizing process (FORSIZE).

34.49.1.1.3. Develops policies on the use of and monitors implementation of Automated Data Processing to support Air Force war planning, to include:

- 34.49.1.1.3.1. Contingency Operation/Mobility Planning and Execution System (COMPES).
- 34.49.1.1.3.2. Manpower and Equipment Forces Packaging System (MEFPAK).
- 34.49.1.1.3.3. JOPES Reporting (JOPESREP).
- 34.49.1.1.3.4. WMP.
- 34.49.1.1.3.5. WWMCCS ADP Modernization (WAM).
- 34.49.1.1.3.6. JOPES Volume III (ADP Support).
- 34.49.1.1.3.7. Joint Operation Planning and Execution System (JOPES).
- 34.49.1.1.3.8. Air Force Command and Control System (AFC2S) Modernization Program.
- 34.49.1.2. As Air Staff OPR for the Deliberate Planning Process, this division establishes overall policy, planning guidance, and procedures for Air Force War Planning and Mobilization Planning. OPR for:
 - 34.49.1.2.1. *AFR 28-2, WMP-4 Reporting Procedures.*
 - 34.49.1.2.2. *AFMAN 10-401, USAF Planning Process.*
 - 34.49.1.2.3. *AFPD 10-4, Operations Planning.*
 - 34.49.1.2.4. *WMP-1, Basic Plan.*
 - 34.49.1.2.5. *WMP-2, Plans Listing and Summary.*
 - 34.49.1.2.6. *WMP-3 Part 1, Combat Forces.*
 - 34.49.1.2.7. *WMP-3 Part 2, Support Forces.*
 - 34.49.1.2.8. *WMP-3 Part 3, Unit Type Codes.*
 - 34.49.1.2.9. *WMP-4, Wartime Aircraft Activity.*
 - 34.49.1.2.10. *WMP-5, Basic Planning Factors and Data.*
 - 34.49.1.2.11. *HOI 21-8, Responsibilities for Management of Air Force Command and Control Support Systems (AFC2SS) Modernization Program.*
 - 34.49.1.2.11.1. OPR for mobilization instructions in AFI 10-403, *Deployment Planning*. Reviews and inputs to the Joint Industrial Mobilization Planning Process (JIMPP) and the DoD Master Mobilization Plan.
 - 34.49.1.2.11.2. Maintains CORE UTC database which is used for deliberate and execution planning. Establishes policy and procedures for maintenance and use of database.
- 34.49.1.3. Provides USAF capabilities analysis for CJCS Program Assessment. Reviews and inputs to the CJCS Global Family of OPLAN Assessment Report and Briefing.
- 34.49.1.4. Reviews and comments on the National Military Strategy Document, DPG, and SECDEF Annual Report to Congress.
- 34.49.1.5. Conducts reviews and develops standardized procedures for the review of Air Force OPLANS.
- 34.49.1.6. Acts as the FP for release of JSCP information, to include operational planning data.

- 34.49.1.7. Develops Air Staff positions on planning documents, to include: the JSCP and Annex N, Mobilization, and the Contingency Planning Guidance (CPG).
- 34.49.1.8. Develops Air Staff position on apportionment of USAF forces for Joint Strategic Capabilities plan.
- 34.49.1.9. Reviews and comments on Forces for Unified and Specified Commands, which assigns combat forces to CINCs in peacetime.
- 34.49.1.10. Manages and develops Air Force capabilities planning as follows:
 - 34.49.1.10.1. Policy guidance in all functional support areas (WMP-1).
 - 34.49.1.10.2. Compendium of OPLANs published by HQ USAF, Air Force MAJCOMs, and unified and specified commands (WMP-2).
 - 34.49.1.10.3. Force apportionments and availability data for both combat/support forces and UTC listing (WMP-3).
 - 34.49.1.10.4. Wartime Aircraft Activity (WMP-4).
 - 34.49.1.10.5. Wartime planning factors for sortie and flying hour programs (WMP-5).
 - 34.49.1.10.6. Industrial Mobilization Planning (WMP-6).
- 34.49.1.11. Provides detailed force planning guidance and data to major commands for determining and budgeting materiel, facilities, and prepositioning requirements relating to use of combat or support forces.
- 34.49.1.12. Reviews MAJCOM, Air Force component command, and unified command supporting plans for the USAF WMP.
- 34.49.1.13. Reviews and verifies availability of major combat forces in MAJCOM generated Time Phased Force and Deployment Data (TPFDDs) developed to support joint operation plans and FORSIZE.
 - 34.49.1.13.1. Reviews component TPFDD for proper level of combat support/service support forces.
 - 34.49.1.13.2. Conducts Air Force wide sourcing conferences on component TPFDDs.
- 34.49.1.14. Prepares information as requested for the development of USAF POM.
- 34.49.1.15. Provides sortie attrition and flying hour requirements for use in major exercises, POM deliberations, and other associated projects.
- 34.49.1.16. Reviews and provides input on budget issues affecting deployment and support of USAF combat and support forces outlined in current operations plans.
- 34.49.1.17. Reviews and inputs to the NATO Defense Planning Questionnaire (DPQ) on USAF combat aircraft apportionment/availability.
- 34.49.1.18. Develops and coordinates force utilization and planning factors for War Reserve Material (WRM) requirements.
- 34.49.1.19. Establishes wartime aircraft activity, which drives the aircraft WRM inventories and rated manning.
- 34.49.1.20. Develops and maintains operational planning and deployment directives, formulates policy on deployment and determines authorizations for Readiness Spare Packages (RSP) and Base Level Self-sufficiency Spares (BLSS) requirements of combat forces.
- 34.49.1.21. Oversees and determines the course curriculum for the USAF operational planning course (Contingency Wartime Planning Course, CWPC) at Air University.

- 34.49.1.22. Air Force approval authority for UTCs.
- 34.49.1.23. Air Force OPR for Wartime Aircraft Activity Reporting System (WAARS), AFM 28-10.
- 34.49.1.24. Participates in OSD, JCS, and Air Force studies involving contingency/war planning and force deployment/support.
- 34.49.1.25. Air Force OPR for Reconstitution: the developing of totally new forces in case of a renewed global threat.
- 34.49.1.26. Reviews and provides input to Total Force Capabilities Assessment (TFCA), WWMCCS ADP Modernization (WAM), and Status of Resources and Training System (SORTS).
- 34.49.1.27. Provides information for the Air Staff on force and deployment planning.
- 34.49.1.28. Provides contingency Air Force war planning support and augmentation for the AFOG-CSS.
- 34.49.2. Serves as the Air Force FP on the Operations and Logistics Working Group.
- 34.49.3. Reviews and monitors the Joint Emergency Evacuation Plan (JEEP).
- 34.49.4. Serves as FP for Continuity of Operations Plan, Department of the Air Force (COOP-DAF), to ensure AF/XOX positions are properly manned to support the SECAF and CSAF.
- 34.49.5. Participates in studies on force structure and Active/Reserve Force Mix and Total Force Policy issues.
- 34.49.6. Serves as FP for the functional aspects and final approval authority for AFC2S functional requirements. Serves as the Chairman and the AF/XO representative of the AFC2S Requirements Management Board (RMB). Chairs AFC2S Functional Users Network (FUN) for COMPES related matters.
- 34.49.7. Serves as the AF/XO representative on the AFC2S Configuration Control Board.
- 34.49.8. Serves as the AF/XO representative in the AFC2S Interface Control Working Group (ICWG).
- 34.49.9. Serves as Air Force FP for development and implementation of JOPES. Responsibilities to include:
 - 34.49.9.1. Air Force representative on JOPES Configuration Review Board.
 - 34.49.9.2. Develops/coordinates Air Force position on JOPES policy and related issues.
 - 34.49.9.3. Chairs Air Force portion of JOPES annual conference.
- 34.49.10. Other Responsibilities:
 - 34.49.10.1. Prepares and coordinates Fact Books and backup material for use by senior Air Force officials during Congressional hearings and testimony.
 - 34.49.10.2. Develops the Air Force position on responses to Congressional inquiries and requests for information.

34.50. Regional Plans and Issues Division (AF/XOXX). The Regional Plans and Issues Division:

- 34.50.1. As Air Staff OPR, this Division:
 - 34.50.1.1. Develops Air Staff position on CINC planning initiatives and requests for support.
 - 34.50.1.1.1. Reviews regional contingency and general war plans of unified and specified commands, other joint, bilateral and multilateral war plans, and supporting Air Force MAJCOM plans.

- 34.50.1.1.2. Ensures apportioned USAF forces are capable of accomplishing assigned missions and are compatible with Air Force doctrine.
- 34.50.1.2. Develops USAF regional perspectives on National Military Strategy.
 - 34.50.1.2.1. Assesses impact of USAF, formal alliances, and regional country plans and programs on mission capabilities and commitments.
 - 34.50.1.2.2. Serves as FP for U.S.-Canada Permanent Joint Board on Defense.
- 34.50.1.3. Prepares Air Force position and represents Air Staff on matters regarding command arrangements/missions for unified, specified, component, and combined commands (to include NATO military organization).
- 34.50.1.4. Serves as Air Staff FP for Airman-to-Airman and Planners Talks with regional air forces.
- 34.50.1.5. Keeps senior Air Staff officers informed on regional issues and events that may impact Air Force operations.
 - 34.50.1.5.1. Prepares USAF Chief of Staff, Deputy Chief of Staff of Plans and Operations, and Director of Plans for 'tank' sessions involving regional operational issues.
 - 34.50.1.5.2. Provides regional expertise to contingency support staff during contingency/crisis operations.
- 34.50.1.6. Participates in USAF Counternarcotics Working Group.
- 34.50.1.7. Supports Air Force representative to DoD Panama Canal Treaty Implementation Committee.
- 34.50.1.8. Serves as FP for Conference of Chiefs of American Air Forces (CONJEFAMER), and NATO/Pacific Air Chief Conferences.
- 34.50.1.9. Manages USAF participation in System of Cooperation Among American Air Forces.
- 34.50.2. As Air Staff FP, this Division:
 - 34.50.2.1. Serves as FP for operational issues and planning implications of regional troop strength levels such as European/North East Asia Troop Strength ceilings (ETS/NEATS).
 - 34.50.2.2. Serves as FP for Air Force section of U.S. response to NATO's DPQ.
 - 34.50.2.3. Serves as FP for regional issues for chemical/biological warfare, joint training, electronic warfare, theater nuclear forces, and exercises.
 - 34.50.2.4. Provides Air Staff position for DoD Air Defense Working Group and NATO panels on Air Defense Philosophy (PADP) and Weapons (PADW).
 - 34.50.2.5. Provides operational assessment on security assistance and disclosure issues.
 - 34.50.2.6. Serves as FP for USAF operational issues involving UN Peacekeeping Operations.
 - 34.50.2.7. Acts as FP for international standardization programs.

THOMAS J. CARNEY
Director of Plans, HQ 11 WG/XP

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AFPD 34-3, Nonappropriated Funds Personnel Management and Administration

AFPD 34-4, Food Service

AFPD 34-5, Mortuary Affairs

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Abbreviations and Acronyms

AAD	Advanced Academic Degree
AAFES	Army and Air Force Exchange Service
AAOS	Acquisition Action Officer School
AATC	Air National Guard Air Force Reserve Test Center
AATTC	Air National Guard and Air Force Reserve Tactics and Training Center
ABCCC	Airborne Battlefield Command and Control Center
ABDR	Aircraft Battle Damage Repair
ABES	Amended Budget Estimate Submission
ABIDES	Automated Budget Interactive Data Environment System
ABM	Anti-Ballistic Missile
ABO	Air Base Operability

ACC	Air Combat Command
ACCS	Air Command and Control System
ACM	Advanced Cruise Missile
ADC	Area Defense Council
ADP	Automated Data Processing
ADPS	Automated Data Processing System
ADSC	Active Duty Service Commitments
AETC	Air Education and Training Command
AF	Air Force
AFAA	Air Force Audit Agency
AFAE	Air Force Acquisition Executive
AFAFC	Air Force Accounting and Finance Center
AFAG	Air Force Advisory Group
AFAS	Air Force Aid Society
AFB	Air Force Base
AFC	Air Force Council
AFCAIG	Air Force Cost Analysis Improvements Group
AFEMS	Air Force Equipment Management System
AFEOC	Air Force Emergency Operations Center
AFETS	Air Force Engineering and Technical Services
AFFAM	Air Force Family Matters
AFFMA	Air Force Frequency Management Agency
AFIA	Air Force Inspection Agency
AFIT	Air Force Institute of Technology
AFLMA	Air Force Logistics Management Agency
AFMC	Air Force Materiel Command
AFMEA	Air Force Management Engineering Agency
AFMPC	Air Force Military Personnel Center
AFMS	Air Force Medical Service
AFMWRB	Air Force Morale, Welfare and Recreation (MWR) Board
AFOC	Air Force Operations Center
AFOG	Air Force Operations Group
AFOQT	Air Force Officer Qualifying Test
AFOSI	Air Force Office of Special Investigations
AFOTEC	Air Force Operational Test and Evaluation Center
AFPCA	Air Force Pentagon Communications Agency
★AF/PEO	Air Force Program Executive Office Organizations
AFR	Air Force Regulation
AFRAP	Air Force Remedial Action Program
AFRES	Air Force Reserve
AFRMS	Air Force Reserve Medical Service
AFROTC	Air Force Reserve Officer Training Corps
AFSARC	Air Force Systems Acquisition Review Council
AFSATCOM	Air Force Satellite Communications
AFSC	Air Force Specialty Code
AFSCN	Air Force Satellite Control Network Operations
AFSEB	Air Force Supply Executive Board
AFSOF	Air Force Special Operations Forces
AFSPA	Air Force Security Police Agency
AFSR	Air Force Strategy Review
AFTAC	Air Force Technical Applications Center
AFTCO	Air Force Telecommunications Certification Office
AFUB	Air Force Uniform Board
AICUZ	Air Installation Compatible Use Zone
AIDS	Acquired Immune Deficiency Syndrome
AIS	Automated Information Systems
ALCENT	Air Logistics Center
ALCM	Air Launched Cruise Missile

AMC	Air Mobility Command
AMPS	Automated Mission Planning System
ANG	Air National Guard
ANSER	Analytic Services Incorporated
APDP	Acquisition Professional Development Program
APF	Appropriated Fund
APRB	Acquisition Program Review Board
ARC	Air Reserve Component
ARF	Air Reserve Forces
ARFPC	Air Reserve Forces Policy Committee
ARNG	Army National Guard
ARPA	Advanced Research Projects Agency
ARPC	Air Reserve Personnel Center
ARSP	Airborne Reconnaissance Support Program
ART	Air Reserve Technician
ASCAD	Air Staff Codes and Descriptions
ASCAS	Automated Security Clearance Approval System
ASCC	Air Standardization Coordinating Committee
ASVAB	Armed Services Vocational Aptitude Battery
ATCALs	Air Traffic Control and Landing Systems
ATM	Air Target Materials
AU	Air University
AUTODIN	Automatic Digital Network
AUTOVON	Automatic Voice Network
AV	Audiovisual
AWACS	Airborne Warning and Control System
AWS	Air Weather Service
BCEG	Base Closure Executive Group
BCT	Base Comprehensive Training
BES	Budget Estimate Submission
BIDDS	Base Information Digital Distribution System
BLSS	Base Level Self-Sufficiency Spares
★MC4I	Battle Management, Command, Control, Communications, Computers and Intelligence
BMD	Ballistic Missile Defense
BMDO	Ballistic Missile Defense Office
BMDS	Base Manpower Data System
BMEWS	Ballistic Missile Early Warning System
BMT	Basic Military Training
BNCC	Base Network Control Center
BOA	Board of Advisors
BoD	Board of Directors
BPFPS	Budget and Program Fact Papers
BRAC	Base Realignment and Closure
BRC	Budget Review Committee
BRG	Budget Review Group
BSC	Biomedical Sciences Corps
C3	Command, Control, and Communications
C3CM	C3 Countermeasures
C3I	Command, Control, Communications, and Intelligence
C4	Command, Control, Communications, and Computers
C4I	Command, Control, Communications, Computers, and Intelligence
CAAS	Contracted Advisory and Assistance Services
CAF	Combat Air Forces
CAIG	Cost Analysis Improvement Group
CAMS	Contractor Engineering and Technical Services
CAPC	NATO Civil Aviation Planning Committee
CAR	Customer Account Representative

CAS	Cost Accounting Standards
CAST	Civilian Air Staff Training
CAT	Crisis Action Team
CATM	Combat Arms Training and Maintenance
CAWCF	Conventional Ammunition Working Capital Fund
CBT	Computer-Based Training
CCA	Component Cost Analysis
CCB	Configuration Control Board
CCDR	Contractor Cost Data Reporting
CCP	Consolidated Cryptologic Program
CCS	Chronic Critical Shortages
C-CS	Communications-Computer Systems
C-SCCCG	Communications-Computer (C-CS) Configuration Coordination Group
CD	Conference on Disarmament
CDIP	Combined Defense Improvement Program
CE	Civil Engineering
CETS	Contractor Engineering and Technical Services
CFC	Chloroflourocarbons
CFE	Conventional Forces in Europe
CG	Consolidated Guidance
CHAMPUS	Civilian Health and Medical Program of the Uniformed Services
CIA	Central Intelligence Agency
CIM	Corporate Information Management
CINC	Commander-in-Chief
CIPMS	Civilian Intelligence Personnel Management System
CJB	Congressional Justification Books
CJCS	Chairman of the Joint Chiefs of Staff
CJR	Career Job Reservations
CLS	Contractor Logistics Support
CMA	Centrally Managed Allotment
CMAA	Cooperative Military Airlift Agreement
CMDS	Command Manpower Data System
COB	Collocated Operating Base
COEA	Cost and Operational Effectiveness Analyses
COG	Continuity of Government
COLD	Conference of Logistics Directors
COMCAM	Combat Camera
COMPES	Contingency Operations Mobility, Planning and Execution System
COMPUSEC	Computer Security
COMSEC	Communications Security
CONJEFAMER	Conference of Chiefs of American Air Forces
CONPLAN	Operation Plan in Concept Format
CONUS	Continental United States
COP	Continuity of Operations Plan
COPDAF	Continuity of Operation Plan, Department of the Air Force
COSIN	Controllers Instructions
COU	Concept of Utilization
CPA	Chairman's Program Assessment
CPCS	Combat Personnel Control System
CPG	Contingency Planning Guidance
CPO	Civilian Personnel Office
CPX	Command Post Exercise
CRAF	Civil Reserve Air Fleet
CS	Contingency Support
CSAF	Chief of Staff of the Air Force
CSCE	Conference on Security and Cooperation in Europe
CSE	Common Support Equipment
CSEC	Computer Security Evaluation Center

CSIF	Communications Systems Industrial Fund
CSIP	Component Sponsored Investment Program
CSPAR	CINC Preparedness Assessment Report
CSRB	Communications-Computer Systems Requirements Board
CSRB WG	C-CS Requirements Board Working Group
CSRD	Communications-Computer Systems Requirements Documents
CSS	Contingency Support Staff
CTAG	Civilian Transportation Advisory Group
CTOM	Centralized Technical Order Management
CW	Chemical Weapons
CWPC	Contingency Wartime Planning Course
DA	Department of the Army
DAB	Defense Acquisition Board
DACOWITS	Defense Advisory Committee on Women in the Services
DAES	Defense Acquisition Executive System
DANTES	Defense Activity for Non-Traditional Education Support
DARP	Defense Airborne Reconnaissance Program
DAS	Deputy Assistant Secretary
DBOF	Defense Business Operations Fund
DC	Dental Corps
DCS	Deputy Chief of Staff
DCTN	Defense Commercial Telecommunications Network
DDN	Defense Data Network
DECA	Defense Commissary Agency
DEERS	Defense Eligibility Enrollment Reporting System
DEMIS	Defense Environmental Management Information System
DETEC	Defense Educational and Training Executive Committee
DFAS	Defense Finance and Accounting Service
DG	Defense Guidance
DHHS	Department of Health and Human Services
DHP	Defense Health Program
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DISN	Defense Information Systems Network
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DMC	Defense Mission Code
DMDC	Defense Manpower Data Center
DMMIS	Depot Maintenance Management Information System
DMR	Defense Management Review
DMRD	Defense Management Review Decision
DMS	Defense Message System
DMSP	Defense Meteorological Satellite Program
DNA	Defense Nuclear Agency
DOC	Designed Operational Capability
DoD	Department of Defense
DOE	Department of Energy
DOMS	Director of Military Support
DOPR	Defense Officer Promotion Report
DOS	Department of State
DOT	Department of Transportation
DOT&E	Director Operational Test & Evaluation
DP	Disaster Preparedness
DPD	Data Project Directives
DPG	Defense Planning Guidance
DPP	Defense Program Projection
DPQ	Defense Planning Questionnaire
DRB	Defense Resources Board

DRSN	Defense RED Switched Network
DRSP	Defense Reconnaissance Support Program
DRU	Direct Reporting Unit
★DSAMS	Defense Security Assistance Management System
DSCS	Defense Satellite Communications System
DSN	Defense Switched Network
DSP	Defense Support Program
DST	Defense and Space Talks
DTESG	Defense Test and Evaluation Steering Group
DT&E	Developmental Test and Evaluation
DTSE&E	Director, Test Systems Engineering and Evaluation
DTT	Domestic Technology Transfer
DUSD	Deputy Under Secretary of Defense
EA	Economic Analysis
EAB	Emergency Actions Book
EAP	Employee Assistance Program
EB	Enlistment Bonus
EC	Electronic Combat
ECAC	Electromagnetic Compatibility Analysis Center
ECM	Electronic Countermeasures
EDI	Electronic Data Interchange
EEO	Equal Employment Opportunity
EES	Enlisted Evaluation System
EFOCCS	Executive Forum on Communications-Computer Systems
EIAP	Environmental Impact Analysis Process
ELP	Excess Leave Program
ENJJPT	EURO-NATO Joint Jet Pilot Training
ENJJPTWG	EURO-NATO Joint Jet Pilot Training Working Group
EOD	Explosive Ordnance Disposal
EOT	Equal Opportunity and Treatment
EPA	Environmental Protection Agency
EPR	Enlisted Performance Review
EPS	Extended Planning Annex
EQ	Environmental Quality
ES	Environmental Subsystem
ESC	Electronic Security Command
ESE-BISS	Electronic Security Equipment - Base and Installation Security System
ESIP	Embedded Software Improvement Program
EST	Enlisted Specialty Training
ETACCS	European Theater Air Command and Control System
ETAG	Enlisted Transportation Advisory Group
EVA	Economic Value Added
EW	Electronic Warfare
EWIR	Electronic Warfare Integrated Reprogramming
EWP	Emergency War Plans
E&I	Engineering and Installation
FAA	Federal Aviation Administration
FACS	Force Acquisition Cost System
FAM	Fuels Automated Management
FAR	Federal Acquisition Regulation
FASCAP	Fast Payback Capital Investment Program
FAST	Force Augmentation Status and Tracking System
★FBS	Future Budget System
FCFEC	Fuels Career Field Enhancement Conference
FCT	Foreign Comparative Test
FEORP	Federal Equal Opportunity Recruiting Program
FEWS	Follow-On Early Warning System
FFRDC	Federal Funded Research and Development Center

FINPLAN	Financial Plan
FIPS	Fact Issue Papers
FLEP	Funded Legal Education Program
FLITE	Federal Legal Information Through Electronics
FMFIA	Federal Manager's Financial Integrity Act
FMI	Functional Management Inspection
FMO	Foreign Materiel Office
FMP	Foreign Materiel Program
FMPB	Foreign Materiel Program Board
FMS	Foreign Military Sales
FMSG	Fuels Management Steering Group
FMWG	Functional Management Working Group
FOA	Field Operating Agency
FOFA	Follow-On Forces Attack
FOIA	Freedom of Information Act
FORSIZE	USAF Force Sizing Exercise
FOWG	Financial Oversight Working Group
FP	Focal Point
FSA	Family Separation Allowance
FW&A	Fraud, Waste and Abuse
FYDP	Future Years Defense Plan
F&FP	Force & Financial Plan
GA	Global Assessment
GAO	General Accounting Office
GC3A	Global C3 Systems Assessment
GDIP	General Defense Intelligence Program
GDIPP	General Defense Intelligence Proposed Program
GEMS	Graduate Education Management System
GFE	Government Furnished Equipment
GPS	Global Positioning System
GR-GP	Global Reach-Global Power
GS	General Schedule
GSA	General Services Administration
HAFMDS	Headquarters Air Force Manpower Data System
HF	High Frequency
HIV	Human Immunodeficiency Virus
HMIS	Health Manpower Information System
HORIS	Headquarters Operation Resource Information System
HQ	Headquarters
HRE	Human Relations Education
HUD	Housing and Urban Development
HUMINT	Human Intelligence
IADS	Iceland Air Defense Systems
IAG	Interagency Advisory Group
IAW	In Accordance With
IBGSB	Initial Brigadier General Screening Board
★IBRC	Investment Budget Review Committee
IC	Intelligence Community
ICAPP	Integrated Conventional Ammunition Procurement Plan
ICBM	Intercontinental Ballistic Missile
ICDP	Intelligence Career Development Program
ICF	Intelligence Contingency Funds
ICP	Internal Control Program
ICS	Interim Control Support
ICWG	Interface Control Working Group
IDHS	Intelligence Data Handling Systems
IFIC	Intelligence Force Issues Committee
IG	Inspector General

IICEP	Interagency and Intergovernmental Coordination of Environmental Planning
IJMS	Interim Joint Tactical Information Message System
ILS	Integrated Logistics Support
IM	Information Management
IMA	Individual Mobilization Augmentee
IMC	Internal Management Controls
IMCG	Intelligence Management Coordination Group
★IMET	International Military Education and Training
IMINT	Imagery Intelligence
INF	Intermediate Nuclear Forces Treaty
IOT&E	Initial Operational Test and Evaluation
IPT	Integrated Process Team
IRA	Intelligence Related Activities
IRI	Imagery Reconnaissance and Interpretation
IRM	Information Resources Management
IRS	Indefinite Reserve Status
ISD	Instructional Systems Development
ISRB	Information Systems Review Board
ITRO	Interservice Training Review Organization
IWSM	Integrated Weapon System Management
JA	Judge Advocate
JAMB	Joint Airlift Movement Board
JCALs	Joint Computer-Aided Acquisition and Life Cycle Support
JCLIC	Joint Compliance and Inspection Commission
JCS	Joint Chiefs of Staff
JDS	Joint Deployment System
JEDMICS	Joint Engineering Data Management Information Control System
JEEP	Joint Emergency Evacuation Plan
JESCG	Joint Environmental Satellite Coordinating Group
JFIP	Japanese Facilities Improvement Program
JFTR	Joint Federal Travel Regulation
JIMPP	Joint Industrial Mobilization Planning Process
JINTACCS	Joint Interoperability of Tactical Command and Control System
JLB	Joint Logistics Board
JLC	Joint Logistics Council
JMNS	Joint Mission Need Statements
JMPAB	Joint Materiel Priorities and Allocation Board
JOPES	Joint Operation Planning and Execution System
JOPESREP	JOPES Reporting System
JOPS	Joint Operation Planning System
JOSG	JTIDS Message Standard Working Group
JPAM	Joint Program Assessment Memorandum
JRMB	Joint Requirements Management Board
JROC	Joint Requirements Oversight Council
JS	Joint Staff
JSA	Joint Service Agreement
JSCP	Joint Strategic Capabilities Plan
J SMB	Joint Surface Movement Board
JSOR	Joint System Operational Requirements
JSPD	Joint Strategic Planning Document
JSPS	Joint Strategic Planning System
JSR	Joint Strategic Review
JSRC	Joint Service Review Committee
JSTARS	Joint Surveillance and Target Attack Radar System
JT&E	Joint Test and Evaluation
JTFP	Joint Tactical Fusion Program
JTIDS	Joint Tactical Information Distribution System
JTMD	Joint Table of Mobilization Distribution

JTR	Joint Travel Regulations
★JWCA	Joint Warfighting Capability Assessment
LAN	Local Area Network
LCCEP	Logistics Civilian Career Enhancement Program
LCMS	Logistics Capability Measurement System
LCOM	Logistics Composite Model
LFT	Live Fire Test
LIC	Low Intensity Conflict
LLRW	Low-Level Radioactive Waste
LL.M	Master of Laws
LOAC	Law of Armed Conflict
LOGFOR	Logistics Forces
LOGRAMS	Logistics Application of Automated Marking and Reading Symbols
LRC	Logistics Readiness Center
LTDP	Long-Term Defense Program
MAA	Mission Area Analysis
MAAG	Military Assistance Advisory Group
MAIS	Major Automated Information System
MAJCOM	Major Command
MANFOR	Manpower Forces
MANREQ	Wartime Manpower Requirements Exercise
MANTECH	Manufacturing Technology
MAP	Mission Area Plan
MAPSC	Manpower Accession Policy Steering Committee
MAR	Monthly Acquisition Report
MASINT	Measurement and Signature Intelligence
MATAGS	Maintenance Training Advisory Groups
MAWG	Minority Accessions Working Group
MBI	Major Budget Issue
MCAPs	Major Command Automated Data Processing System Plans
MCC	Mission Category Code
MCEB	Military Communications-Electronics Board
MCP	Military Construction Program
MCSS	Military Clothing Sales Stores
MC&G	Mapping, Charting and Geodesy
MEDNEEDS	Necessity Evaluation and Economic Documentation System
MEFPAK	Manpower and Equipment Forces Packaging System
MEI	Management Effectiveness Inspection
MEPRS	DoD Medical Expenses and Performance Reporting System
MERIT	Military Exploitation of Reconnaissance and Intelligence Technologies
MFH	Military Family Housing
MFP	Major Force Program
MIB	Military Intelligence Board
MILCON	Military Construction
MILDEPTS	Military Departments
MILPERS	Military Personnel
MILSATCOM	Military Satellite Communications
MILSPETS	Military Standard Petroleum System
MILTA	Microcircuitry Technology in Logistics Applications
MIS	Management Information Systems
ML	Management Level
MLEB	Management Level Evaluation Boards
MMRG	Military Satellite Communications (MILSATCOM) Management Review Group
MMTR	Military Manpower Training Report
★MNFP	Multi-National Fighter Program
MNS	Mission Need Statement
MOP	Memorandum of Policy
MOU	Memorandum of Understanding

MPA	Military Personnel Appropriation
MPET	Manpower, Personnel, Education, and Training
MPF	Military Personnel Flight
MPRC	Military Personnel Readiness Center
MRTFB	Major Range and Test Facilities Base
MSC	Air Force Medical Service Corps
MSC	Military Sealift Command
MSEL	Master Scenario Events List
MS&A	Modeling, Simulation, and Analysis
MTF	Message Text Format
MTMC	Military Traffic Management Command
MWR	Morale, Welfare and Recreation
M&S	Modeling and Simulation
NAAG	NATO Army Armaments Group
NACMO	North Atlantic Treaty Organization (NATO) Air Command and Control System (ACCS) Management Organization
NAF	Non-Appropriated Fund
NAFAG	NATO Air Force Armaments Group
NASA	National Aeronautics and Space Administration
NASP	National Aero Space Plane
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, and Chemical
NBCWD	Nuclear, Biological, and Chemical Warfare Defense
NCA	National Command Authorities
NCAA	Non-Nuclear Consumables Annual Analysis
NCO	Noncommissioned Officer
NDI	Non-Destructive Inspection
NDU	National Defense University
NEACP	National Emergency Airborne Command Post
NEO	Noncombatant Evacuation Operations
NEPA	National Environmental Policy Act
NFIB	National Foreign Intelligence Board
NFIC	National Foreign Intelligence Council
NFIP	National Foreign Intelligence Program
NGB	National Guard Bureau
NMCS	National Military Command System
NMSD	National Military Strategy Document
NOAA	National Oceanic and Atmospheric Administration
NORAD	North American Aerospace Defense Command
NOTAM	Notice to Airmen
NPT	NonProliferation Treaty
NSA	National Security Agency
NSC	National Security Council
NSOR	North American Aerospace Defense Command Statement of Operational Requirements
NTBT	Nuclear Test Ban Treaty
NUWEP	Nuclear Weapons
NVD	Night Vision Device
NWCSG	Nuclear Weapons Council Standing Group
NWS	North Warning System
OA	Operational Assessment
OAP	Oil Analysis Program
OASD	Office of the Assistant Secretary of Defense
OBP	Organizational Blue Print
OBRC	Operating Budget Review Committee
OBRG	Operating Budget Review Group
OCHAMPUS	Office of the Civilian Health and Medical Program of the Uniformed Services
OCR	Office of Collateral Responsibility
OER	Officer Evaluation Review

OFCM	Office of the Federal Coordinator for Meteorological Services and Supporting Research
OJCS	Office of the Joint Chiefs of Staff
OMB	Office of Management and Budget
OPAF	Other Procurement Air Force
OPD	Officer Professional Development
OPLAN	Operation Plan
OPM	Office of Personnel Management
OPR	Office of Primary Responsibility
OPSDEP	Operations Deputy
OPSEC	Operations Security
OPTEMPO	Operational Tempo
ORD	Operational Requirements Document
ORI	Operational Readiness Inspection
OSA	Operations Support Aircraft
OSAF	Office of the Secretary of the Air Force
OSD	Office of the Secretary of Defense
OSIA	On-Site Inspection Agency
OTH-B	Over-the-Horizon Backscatter
OTS	Operations, Technical and Support
OT&E	Operational Test and Evaluation
OUSD	Office of the Under Secretary of Defense
OUSD(A&T)	Office of the Under Secretary of Defense (Acquisition and Technology)
O&M	Operation and Maintenance
O&S	Operations and Support
PA	Procurement Authorization
PAA	Primary Aircraft Authorized
PAAF	Procurement of Ammunition Air Force
PACAF	Pacific Air Forces
PAD	Program Action Directive
PADP	Panels on Air Defense Philosophy
PADW	Panels on Air Defense Weapons
PARPRO	Peacetime Aerial Reconnaissance Program
PAS	Personnel Accounting Symbol
PB	President's Budget
PBD	Program Budget Decision
PBOS	Planning Board for Ocean Shipping
PCB	Polychlorinated Biphenyls
PC-III	Personnel Concept III
PCMI	President's Council for Management Improvement
PCR	Program Change Requests
PCS	Permanent Change of Station
PD	Program Document
PDC	Programming, Design, and Construction
PDM	Program Decision Memorandum
PDS	Program Data System
PE	Program Element
PEM	Program Element Monitor
PEO	Program Executive Officer
PEST	Planning Board for Inland European Surface Transportation
PIF	Productivity Investment Fund
PIM	Pretrained Individual Manpower
PIPD	Planning Input for POM Development
PJBD	Permanent Joint Board on Defense
PM	Program Manpower
PMD	Program Management Directive
PME	Professional Military Education
PMRT	Program Management Responsibility Transfer
PNET	Peaceful Nuclear Explosions Treaty

POC	Point of Contact
POM	Program Objective Memorandum
POW/MIA	Prisoner of War/Missing in Action
PPBS	Planning, Programming and Budgeting System
PPI	POM Preparation Instructions
PPLANS	Programming Plans
PPP	Priority Placement Program
PR	Periodic Review
PRAG	Personnel Resource Advisory Group
PRG	Priorities Review Group
PRIMUS	Primary Care for the Uniformed Services
PSAG	Joint Passenger Service Advisory Group
PSD	Private Sector Development
QAF	Quality Air Force
QIP	Quality Improvement Prototype
RA	Resource Allocation
RAP	Resource Allocation Process
RAWG	Resource Allocation Working Group
RC	Reserve Component
RDT&E	Research, Development, Test and Evaluation
RD&A	Research, Development, and Acquisition
REM	Reconnaissance Equipment and Materials
REMIS	Reliability and Maintainability Information System
REMS	Registered Equipment Management System
RFPB	Reserve Forces Policy Board
RIC	Radioisotope Committee
RIF	Reduction-in-Force
RISOP	Red Integrated Strategic Offensive Plan
RMB	Requirements Management Board
RMC	Resource Management Committee
RMS	Resources Management System
RPA	Reserve Personnel Appropriate
RPMA	Real Property Maintenance Activity
RPV	Remotely Piloted Vehicle
RSI	Rationalization, Standardization, Interoperability
RSP	Readiness Spare Packages
R&D	Research and Development
★SAA	Security Assistance Activities
★SAP	Special Access Program
SAAM	Special Assignment Airlift Missions
SAF	Secretariat
SAFPARS	SAF Program Assessment and Reviews
SALT	Strategic Arms Limitation Talks
SAM	Special Air Mission
SAR	Special Access Required
SARSAT	Search and Rescue Satellite
SATCOM	Satellite Communication
SCC	Standing Consultative Commission
SCI	Sensitive Compartmented Information
SCI	Special Compartmented Information Facility
★SCIF	Special Compartmented Information Facility
SDAP	Special Duty Assignments Pay
SDI	Special Duty Identifier
SE	Support Equipment
SEAD	Suppression of Enemy Air Defenses
SECAF	Secretary of the Air Force
SECDEF	Secretary of Defense
SEI	Software Engineering Institute

SERB	Selective Early Retirement Board
SERE	Survival, Evasion, Resistance and Escape
SES	Senior Executive Service
SG4	Tri-Service Group Communications Electronics Equipment
SHAPE	Supreme Headquarters Allied Powers Europe (NATO)
SIGINT	Signals Intelligence
SIO	Senior Intelligence Officer
SIOP	Single Integrated Operation Plan
SLBM	Sea Launched Ballistic Missile
SMCA	Single Manager for Conventional Ammunition
SMOTEC	Special Missions Operational Test and Evaluation Center
SOC	Statements of Capability
SOF	Special Operations Forces
SOI	Statements of Interest
SON	Statements of Operational Needs
SORTS	Status of Resources and Training System
SPM	Skills Programming Model
SPOC	Special Programs Oversight Committee
SPR	Secretarial Performance Reviews
SPRG	Special Programs Review Group
SPTC	Specified Period of Time Contracts
SRB	Selective Reenlistment Bonus
SRR	Survivability, Recovery, and Reconstitution
SSOD	Special Session on Disarmament
STAMP	Standard Air Munitions Packages
STARS	Software Technology for Adaptable, Reliable Systems
START	Strategic Arms Reduction Talks
STINFO	Scientific and Technical Information
STRAPP	Standard Tanks, Racks, Adapters, and Pylons Packages
SUNT	Specialized Undergraduate Navigator Training
SWOG	Special Weapons Overflight Guide
S&T	Science and Technology
TACS	Theater Air Control System
★TAD	Theater Air Defense
TADIL	Tactical Digital Information Link
TAF	Tactical Air Forces
TAIS	Tactical Air Intelligence Systems
TCP	Tactical Cryptologic Program
TDY	Temporary Duty
TD&E	Tactics Development and Evaluation
TECDOC	Technical Documentation
TEMP	Test and Evaluation Master Plans
TENCAP	Tactical Exploitation of National Capabilities
TFCA	Total Fore Capabilities Assessment
THREAT	Threat Related Attrition Model
TIA	Transparency in Armaments
TIARA	Tactical Intelligence and Related Activities
TIC	Test and Evaluation Investment Committee
TIPP	Test Investment Planning and Programming
TLRAP	Tanks, Launcher, Racks, Adapters, and Pylon
TMD	Theater Missile Defense
TOA	Total Obligational Authority
TOF	Transfer of Function
TOPCAP	Total Objective Plan for Career Airman Personnel
TOPLINE	Total Objective Plan for Line Officers
TOPPS	Transportation Operational Personal Property System
TPFDD	Time-Phased Force and Deployment Data
TPR	Trained Personnel Requirements

TQM	Total Quality Management
TRADOC	Army Training and Doctrine Command
TRAP	Tanks, Racks Adapters, and Pylons
TRIE	Tactical Reconnaissance Imagery Exploitation
TRI-TAC	Tri-Service Tactical Communications Program
TSAG	Transportation Systems Advisory Group
TW/AA	Tactical Warning and Attack Assessment
T&E	Test and Evaluation
UAF	Unit Authorization File
UAV	Unmanned Aerial Vehicles
UCMJ	Uniform Code of Military Justice
UFT	Undergraduate Flying Training
UMD	Unit Manpower Document
UMMIPS	Uniform Material Movement and Issue Priority System
UMPR	Unit Management Personnel Roster
UNFC	United Nations First Committee
UNT	Undergraduate Navigator Training
UPH	Unaccompanied Personnel Housing
UPT	Undergraduate Pilot Training
URO	Unit Requirements Officer
US	United States
★U.S.C.	United States Code
USAF	United States Air Force
USAFA	United States Air Force Academy
USAFE	US Air Forces in Europe
USAFR	United States Air Force Reserve
USCENTCOM	US Central Command
USG	United States Government
USSAH	US Soldiers' and Airmen's Home
USTRANSCOM	US Transportation Command
UTC	Unit Type Code
VA	Veteran's Administration
VERA	Voluntary Early Retirement Authority
VI	Visual Information
VIWG	Vehicle Improvement Working Group
VMAG	Vehicle Management Advisory Group
VV&A	Verification, Validation and Accreditation
WAARS	Wartime Aircraft Activity Reporting System
WAM	WWMCCS ADP Modernization
WARMAPS	Wartime Manpower Planning Systems
WMP	USAF War and Mobilization Plan
WRM	War Reserve Materiel
WRSA	War Reserve Support Allies
WSMIS	Weapon System Management Information Systems
WSPAR	Weapon System Program Assessment Review
WTM	Wartime Training Management
WWMCCS	World Wide Military Command and Control System